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SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

FORM 10-K

FOR ANNUAL REPORTS

Filed pursuant to Section 13 of  
the Securities Exchange Act of 1934

Fiscal year ended December 31, 1978      Commission File No. 2-36614

GENSTAR LIMITED

(Exact name of Registrant as specified in charter)

Incorporated under the laws of Canada

Suite 4105  
One Place Ville Marie  
Montreal, Quebec, Canada      H3B 3R1

(Address of principal executive offices)

Securities registered pursuant to Section 12(b) of the Act:

| <u>Title of Class</u> | <u>Name of each exchange on which registered</u> |
|-----------------------|--|
| Common Shares         | New York Stock Exchange, Inc. (U.S.A.)           |

"The Registrant (i) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months, and (ii) has been subject to such filing requirements for the past 90 days.

Yes   X        No     ."

The number of shares outstanding of the Registrant's common stock as of December 31, 1978 was 13,415,738.



None of the above executive officers of the Registrant are related. All of the above officers hold office at the pleasure of the Board of Directors of the Registrant.

Mr. A.A. Franck has been Chairman of the Board since April 26, 1976, prior to which he was Chairman of the Board and Chief Executive Officer of the Registrant, which office he held from April 30, 1973. From January 10, 1964 to April 30, 1973, Mr. Franck was President of the Registrant. Mr. Charles de Bar has been Deputy-Chairman of the Board since April 30, 1973, prior to which he was Executive Vice-President, which office he held from February 23, 1966. Mr. A.A. MacNaughton has been Vice Chairman and Chief Executive Officer since April 26, 1976, prior to which he was President of the Registrant, which office he held from April 30, 1973. From June 17, 1970 to April 30, 1973, Mr. MacNaughton was Executive Vice-President. Mr. R.J. Turner has been President and Chief Executive Officer since April 26, 1976, prior to which he was President of Genstar Western Limited, which office he held from January 1973. From July 1971 to January 1973 Mr. Turner was President and Chief Operating Officer of Seaspan International Ltd., a subsidiary of the Registrant.

Mr. W.S. Bannister has been Executive Vice-President since November 17, 1976, prior to which he was President and Chief Executive Officer of Inland Cement Industries Ltd., a division of the Registrant, which office he held from November 1973. From June 1973 to November 1973, Mr. Bannister was Vice-President, Operations - International Group of Lone Star Industries Inc., a major cement manufacturer in the United States, prior to which he was President and General Manager of Argentine Portland Cement Company of Buenos Aires, Argentina from January 1971 to June 1973. Mr. Bannister is responsible for the Registrant's land and housing operations. Mr. J.L. Holman has been Executive Vice-President since November 17, 1976, prior to which he was Vice-President of BACM Industries Ltd., a subsidiary of the Registrant, and General Manager of the Registrant's western building materials operations which offices he held from December 1972. Mr. Holman is responsible for the Registrant's construction and concrete products operations. Mr. B.T. Johnson has been Executive Vice-President of the Registrant since November 17, 1976, prior to which he was President and Chief Executive Officer of Genstar Chemical Limited which office he held from December 1969. Mr. Johnson is responsible for the Registrant's manufacturing operations. Mr. N.A. Liberatore was appointed an Executive Vice-President of the Registrant on September 26, 1977. Prior to his appointment, he was a Senior Vice President and Director of Ebasco Services Incorporated, a major engineering and construction organization based in New York which office he held from October 1974. During the period November 1965 to October 1974, he was a Senior Vice President and President, International Group, of Lone Star Industries,



Inc. Mr. Liberatore is responsible for the Registrant's domestic and international marine activities as well as all non-marine international operating activities outside of Canada and the United States.

Mr. G.F. Michals was appointed a Senior Vice-President of the Registrant on April 26, 1976, prior to which he was Vice-President which office he held from February 20, 1974. From April 1968 to February 1974, Mr. Michals was an officer of Dominion Textiles Limited, a major Canadian manufacturer of textiles.

In December 1970 he was appointed Vice-President, Subsidiary Companies, reporting to the Chairman and in March 1971, Executive Vice-President of a major division of Dominion Textiles until he joined the Registrant. Mr. Michals is the chief financial officer of the Registrant and his responsibilities include the treasury and accounting functions of the Registrant. Mr. B.A. Monkman has been a Senior Vice-President since April 26, 1976, prior to which he was Senior Vice-President of BACM Industries Limited, a subsidiary of the Registrant, which office he held from February 1968. Mr. Monkman is responsible for investigation of the technical aspects of new opportunities and co-ordinating technical reviews between the Registrant's operations and the capital expenditure program.

Mr. R.D. Paterson was appointed Vice-President and Comptroller of the Registrant on November 22, 1978, prior to which time he was Comptroller from October 1, 1973. From May 13, 1971 to September 26, 1973, Mr. Paterson was Vice-President of Indussa Corporation, a subsidiary of the Registrant. Mr. G.W. Rutledge has been a Vice-President since December 9, 1970, and Vice-President and Treasurer of the Registrant from September 26, 1970 to September 18, 1974. Mr. Rutledge is responsible for corporate development activities of the Registrant. Mr. A.J. Unsworth was appointed Secretary as well as Vice-President and General Counsel of the Registrant on August 21, 1978 prior to which he was Vice-President and General Counsel from April 26, 1976. From January 17, 1973 to April 26, 1976 he was General Counsel prior to which he was Secretary of the Registrant. Mr. L.E. Whitworth was appointed a Vice-President of the Registrant on December 12, 1973, with responsibilities for personnel, insurance and pension matters. Prior to his appointment, Mr. Whitworth was Manager - Planning and Development which position he held since January 1971.

Mr. H.W. McAdams was appointed Treasurer of the Registrant on September 18, 1974, prior to which he was Vice-President (Finance & Administration) of B.A.C.M. Development Corporation Limited, a subsidiary of the Registrant. Prior to this office, he was employed by Ernst & Ernst, Chartered Accountants, until 1972 when he joined B.A.C.M.



For information regarding developments in the last fiscal year, reference is made to the Registrant's reports on Form 10-Q filed with the Securities and Exchange Commission for three months ended March 31, 1978, June 30, 1978, September 30, 1978, Commission File No. 1-6063 and Form 8-K filed on September 13, 1978, Commission File No. 1-6063.

### Building Materials

The Registrant produces a wide variety of building materials and supplies, including pre-cast and pre-stressed structural and architectural concrete products (which are erected by the Registrant), concrete pipes ranging from six inches to 114 inches in diameter, concrete blocks, concrete railway ties, ready-mix concrete and masonry supplies. These operations have been carried on in both Eastern and Western Canada; however, the Registrant has recently announced the sale of the building material operations of its Montreal-based subsidiary, Miron Company Ltd. As a consequence, the Registrant will not be involved as a producer of building materials and supplies in Eastern Canada upon the conclusion of the sale which is expected shortly. Reference is made to the 10-Q filed by the Registrant with the Securities and Exchange Commission on November 13, 1978, Commission File No. 1-6063.

The Registrant also manufactures gypsum wallboard, sold under the trade name "Truroc" at three plants in Saskatchewan, Alberta and British Columbia.

In addition, the Registrant produces sand, gravel and classified aggregates, substantially from its own pits and quarries, for use in its manufacturing and construction activities and for sale to others.

In British Columbia, the Registrant operates five tugs and 15 barges which are used for transporting its cement, sand, gravel and aggregates used in its manufacturing activity and also for sale to others. The Registrant's mineral resources are believed to be sufficient for its requirements, at recent levels of consumption, for approximately 15 years. The Registrant's customers include the federal, provincial and municipal governments, many commercial, institutional and residential construction firms and the general public. During the year ended December 31, 1978, approximately 6 percent of the production of the Registrant's Western Canada building materials operations was used within the Registrant's other operations and the balance was sold to others primarily in the centres of Winnipeg, Calgary, Edmonton, Regina, Saskatoon and Vancouver. The Registrant believes it is a significant supplier of concrete products in Manitoba, Saskatchewan, Alberta and British Columbia. In 1978, approximately 95 percent



of the Registrant's cement requirements were supplied by its cement division. See "Cement".

The Alberta economy continued very strong in 1978 particularly in the Calgary area. However, net income was affected by increased competition. The Saskatchewan economy showed signs of strengthening, however, a four-month strike in some construction trades was harmful. Some construction trades were also on strike in the province of Manitoba over a period of approximately five months and generally operations in that province remained weak. Operations in British Columbia were mixed as the economy did not show any appreciable sign of recovery and competition continued very strong.

As at December 31, 1978, these operations had a backlog of firm orders for concrete products and materials and pre-cast concrete contracts amounting to \$37.5 million compared with \$14,235,000 at the same date in 1977. It is estimated that approximately \$36 million of this backlog will be filled during 1979.

#### Cement

The Registrant is the third largest manufacturer of cement in Canada, marketing normal portland, high early strength, sulphate resistant, oilwell and masonry cements to meet the requirements of special projects.

The Registrant has recently announced the sale of the cement production operations of its Montreal-based subsidiary, Miron Company Ltd. Upon conclusion of the sale which is expected shortly, the Registrant will not be a manufacturer of cement in Eastern Canada. Reference is made to the 10-Q filed by the Registrant with the Securities and Exchange Commission on November 15, 1978, Commission File No. 1-6063. The following discussion relates solely to the ongoing western Canadian cement operations of the Registrant.

In 1978 the Registrant utilized approximately 26 percent of its western cement production in its own building materials and construction operations. The balance of the Registrant's 1978 western cement sales were made to over 2,600 customers, including producers of ready-mix concrete, concrete products manufacturers, oilwell cement firms, construction contractors and governments.

The location, annual capacity, number of kilns, percentage of capacity utilized and site areas of the Registrant's Western Canada cement plants are as follows:



| <u>Location</u> | <u>Annual<br/>Capacity<br/>(Tons)</u> | <u>No. of<br/>Kilns</u> | <u>Percentage utilized</u> |             |             | <u>Site<br/>Area<br/>In Acres</u> |
|-----------------|---------------------------------------|-------------------------|----------------------------|-------------|-------------|-----------------------------------|
|                 |                                       |                         | <u>1976</u>                | <u>1977</u> | <u>1978</u> |                                   |
| Edmonton, Alta. | 577,500                               | 3                       | 101                        | 103         | 105         | 443                               |
| Regina, Sask.   | 227,500                               | 1                       | 96                         | 82          | 98          | 309                               |
| Winnipeg, Man.  | 350,000                               | 1                       | 78                         | 83          | 97          | 248                               |
| Bamberton, B.C. | 570,000                               | 3                       | 99                         | 95          | 93          | 140                               |
| Vancouver, B.C. | <u>1,100,000</u>                      | <u>1</u>                | <u>-</u>                   | <u>-</u>    | <u>14</u>   | <u>67</u>                         |
|                 | 2,825,000                             | 9                       | 95                         | 96          | 65          | 1,207                             |

The above-rated capacity figures are after making allowance for normal downtime maintenance. Currently, the Registrant's cement plants, except the new Vancouver plant, operate at capacity except during periods of major maintenance which normally take place during the low demand winter months. The 65 year-old Bamberton plant is being phased out and is scheduled to close during 1980. All of the other plants which are owned by the Registrant are well maintained and are in good operating condition.

The Registrant has constructed a new cement plant near Vancouver at a cost of \$100 million which will, when the start-up and break in period is over, replace the Registrant's facilities at Bamberton. The new plant, which was completed in 1978, has an annual capacity of 1,100,000 tons. The Registrant has entered into long-term supply contracts for the sale of cement and clinker representing 40 percent of capacity up to 1983 and declining percentages of capacity thereafter through to 1988. The balance of production will be sold primarily in the British Columbia market.

In addition, in February 1978, the Registrant announced the third phase of expansion of the Edmonton plant. This expansion will increase the capacity of the plant by 797,500 tons of clinker. The total cost of the expansion will be \$78 million. To date, \$28.7 million has been spent on the overall expansion.

The principal raw materials in cement manufacture are limestone, clay and gypsum. The Registrant owns and operates limestone quarries in Manitoba, Alberta and British Columbia which supply the requirements of the Regina, Edmonton and Bamberton plants. The limestone requirements for its Winnipeg plant are presently purchased; however, the Registrant holds long-term leases on limestone deposits in Manitoba to meet future requirements of this plant. The limestone for the Vancouver plant is being purchased and the Registrant has entered into a five-year contract for this purpose. The Registrant owns high grade and extensive limestone deposits on Texada Island, British Columbia, to meet future requirements. Limestone is hauled by rail from the quarries which supply the Winnipeg, Edmonton and Regina plants; however,



company trucks are used to haul the limestone for the Bamberton plant due to the proximity of the quarry to the plant. Clay for the Registrant's operations at Edmonton, Regina and Winnipeg is, in each case, supplied from lands owned by the Registrant at the site of each plant. At the Registrant's Bamberton plant shale is supplied from a quarry owned by the Registrant. Secondary raw materials for the new Vancouver plant are partially purchased and partially supplied from the Registrant's own quarry near Bamberton. Considering both company-owned or leased raw material reserves and purchase opportunities available on the open market, limestone, clay and shale are in sufficient supply to satisfy production requirements, assuming operation at the expanded capacity, for more than 20 years. The limestone deposits for the Bamberton plant are expected to be depleted at the end of 1980 when the plant is expected to be closed. The Registrant's gypsum requirements, obtained from outside sources of supply, are available at competitive prices.

The Registrant intends to retain ownership of its coal properties near Edmonton even though its plans to operate the coal mine as a primary fuel source for the cement plants have been indefinitely postponed. Until such time as the Edmonton expansion is fully operational and our personnel familiar with the new technology, the Registrant does not plan to convert to coal from natural gas.

Earnings for 1978 were less than previous years as a result of financing and start-up costs associated with the new plant in Vancouver more than offsetting sales volume gains. Increases in unit revenues were enough to cover higher manufacturing costs and the cost of purchasing and moving cement to meet the demand in the Alberta market.

## Land Development and Housing

### Canada

The Registrant is engaged in land development activities in Canada, principally in British Columbia, Alberta, Manitoba, Saskatchewan and Ontario. Tracts of raw land are assembled and developed by installing sewers, water mains, streets, sidewalks and other improvements. Currently about 80 percent of the improved land is sold to other builders and the balance is used in the Registrant's home-building operations.

As of December 31, 1978, the Registrant had a land inventory of 17,000 acres in Canada, including the serviced land requirements for approximately 2,071 single and semi-detached housing units and including 16,411 acres available for future development of single-family, multi-family and commercial projects. In addition, the Registrant had approximately 1,800 acres under option.



The Registrant entered into a joint venture agreement with ATCO Industries and several minority interests whereby approximately 13,000 acres of land in Alberta were transferred to the partnership, creating a further year-end inventory of 12,200 acres over which the Registrant provides management services.

The Registrant builds and sells homes under the names "Engineered Homes", "Keith Homes" and "Standard Homes" in several urban centres the principal ones being Calgary, Edmonton, Vancouver, Winnipeg and Saskatoon. Major divisional offices and staff are maintained at these cities and branch offices are located in several smaller centres, for a total of 12 sales offices in Canada. Homes constructed may be single family, duplexes or townhouse units; they are constructed in a variety of styles and plans and sell in a wide price range to meet the various requirements of the home-buying public. During 1978 the Registrant sold 2,163 new homes in Canada compared to 2,267 in 1977. At year-end, housing inventories included 900 units in various stages of completion compared to 1,570 units at year-end in 1977. Of these inventories, 340 units in 1978, as compared to 490 units in 1977, were being built against commitments to purchase. The Registrant also contracts to erect single and multiple family dwellings in newly developing and often isolated areas of northern Canada.

A substantial part of the Registrant's residential dwellings are constructed using pre-assembled sections and component packages designed and manufactured by the Registrant in Calgary, Alberta. The major part of the plant's production is used by the Registrant, and the balance is sold as factory packages to builders in rural areas of Western and Northwestern Canada who erect and market the Registrant's product. Not included in total sales in 1978 were 371 package home sales to other builders compared with 440 in 1977.

The Registrant operates a factory in Calgary which manufactures kitchen cabinets sold to other builders and suppliers and used in the Registrant's own operations. In Calgary the Registrant has plumbing, electrical, landscaping and millwork operations which support the home construction there, as well as providing services and products to the public.

The Registrant is also engaged in commercial property development and is presently developing a large shopping centre and redeveloping inner city property in Ontario.

In 1978, sales of single family dwellings in Western Canada continued to be strong in Alberta, were down slightly in Manitoba and British Columbia, and up marginally in Saskatchewan.



## United States

The Registrant is engaged in land development and house building activities in the United States, principally in California, Texas, Florida and Washington. As in the Registrant's Canadian operations, tracts of raw land are assembled and developed by installing sewers, water mains, streets, sidewalks and other improvements.

The Registrant develops land under the names "Genstar Southern Development Company" in Florida, "Penasquitos Properties" in San Diego and "Genstar Development Inc." in Washington state. As of December 31, 1978, the Registrant had a land inventory in the United States of 12,600 acres, including the serviced land requirements for approximately 2,035 single and semi-detached housing units and including 12,100 acres available for multi-family, future development of single-family and commercial projects, and approximately 3,150 acres under option.

In Florida the Registrant is developing 1,100 acres known as "The Hammocks" in Dade County, located near Miami. This serviced land will be capable of providing for 8,000 residential units, a 40-acre commercial site and 100 acres of industrial land.

During 1978 all land holdings of Penasquitos, Inc., a land development operation which had approximately 8,500 acres of land in various stages of development in San Diego, were purchased from that company for \$93 million. The development plan will be to develop land to the tract map stage and sell to other developers who will install services. Cascade Park in Vancouver, Washington, 2,400 acres of residential and industrial development land, was also acquired outright or optioned during the year.

The Registrant's New Jersey land was sold during 1978 and included approximately 2,100 acres of residential, commercial and industrial land in New Jersey, Pennsylvania and New York.

The Registrant develops land and builds and sells homes under the names "Broadmoor Homes" in California and "Genstar Homes of Texas, Inc." in Houston, Texas. Broadmoor Homes in California is the Registrant's oldest house builder in the United States. It was acquired by the Registrant in 1973 and has been in operation since 1961. Through Broadmoor Homes, the Registrant entered the area of condominium conversion in 1978, although no sales have been registered to date. The Registrant's Texas house building and sale operations commenced during 1977 and land development activities commenced during 1978; at year-end, 762 acres of raw land were in inventory.

During 1978 in the United States, the Registrant sold 945 homes, approximately the same number as in 1977. At year-end, housing inventory was 177 completed units and 560 units under construction, compared to 64 and 232, respectively, in 1977.

The Registrant is also engaged in the development and sale of shopping centres and industrial properties in California and other western states which range in size from five to 80 acres and in value from \$2 million to \$20 million. These properties are normally developed under arrangements where commitments from major tenants are obtained prior to purchase of the land and commencement of construction. At year-end 1978, there were 15 shopping centres and industrial properties under development in California and in Nevada.

The Registrant also participates in joint venture investments involving the development of residential properties principally in California. For further information see "Financial Services".

### Construction

The Registrant's construction business includes site preparation and construction of hydro-electric power installations, airports, bridges, dams, highways, reservoirs, pumping stations, heavy industrial structures, concrete and asphalt pavements, highways, sewer and water installations. Heavy construction business is competitively bid or negotiated on a cost plus or fixed fee basis and is performed for federal, provincial and local authorities, as well as for the private sector. The majority of the Registrant's construction contracts are of the lump sum or unit price types. The Registrant's construction work is normally done with its own personnel and equipment. The construction operations are conducted principally in Canada and the United States. The Registrant is a major construction enterprise based in the "Prairie Provinces" and Quebec. The Montreal-based construction operations will be discontinued as remaining contracts are completed in 1979.

In Western Canada, joint venture contracts for Manitoba Hydro's Nelson River Development continued in 1978. Two contracts totalling \$42 million were completed in 1978. In 1978, completion of the new cement plant near Vancouver and expansion of the Edmonton plant for the Registrant's cement division were other major areas of activity.

In Quebec, the Registrant's major projects, through a subsidiary, included dams, autoroutes and bridges. It also has a one-third portion of a \$155 million joint venture contract which was awarded during 1977 for work on Quebec Hydro's James Bay project. The contract is for the construction of a major earth



and rock fill dam which will be completed in 1981 and at year-end is 19 percent complete.

In the United States, the Registrant's major projects included the construction of a breakwater and the excavation and lining of tunnels. Both projects are located in the Northwestern United States and will be completed in 1979.

As at December 31, 1978, the Registrant's construction operations had a backlog of firm orders amounting to \$93 million compared to \$148 million at the same date in 1977. It is contemplated that approximately 67 percent of this backlog of orders will be completed during 1979. Certain projects require more than one year for completion.

### Marine

The Registrant's Canadian marine operations are primarily on the West Coast; however in Eastern Canada it provides ship docking services in the Port of Montreal and engages in marine towing, salvage and oil pollution control on the St. Lawrence River and the Great Lakes.

The Registrant's West Coast marine activities consist of the operation of a fleet of 55 tugs and 259 barges. The Registrant is engaged in the transportation of logs, wood chips, pulp and paper, lumber, salt, lime rock, petroleum and chemical products, materials for the construction industry, ship docking, operation of rail car barges and terminals between major railroads in British Columbia and the Northwestern United States, the operation of pusher tugs on the Great Lakes and marine salvage operations in the Pacific Ocean.

The Registrant also owns and operates a shipyard in North Vancouver. In addition to ship repairs, overhauls and conversions, the yard is capable of building vessels 500 feet in length and 100 feet in width, marine drilling rigs, supply and cargo vessels, tugs, ferries and barges. Facilities include level shipbuilding berth and side launchway enabling the construction of two vessels simultaneously. The continued depressed condition of the shipbuilding industry throughout the world has resulted in increased competition for the repair work available. The Registrant substantially increased its revenues from the operation of its shipyard in 1978, and this was mainly due to federal and provincial government contracts, which accounted for more than 50 percent of both repairs and new construction.

The Registrant is also a partner in a joint venture known as Union Towing & Transportation Limited. This company was

established in 1974 and provides tug and barge services to oil drilling and pipe-laying operations in the North Sea. In the move to cut back its international marine operations, the joint venture known as Global Transport Organisation (GTO) in which the Registrant was a one-third participant has been dissolved and as a result the Registrant sold its one-third interest in the Euro-Arab Sea Trailer Line S.A. transportation service between France and Saudi Arabia and also its one-third interest in Arctic Transportation Ltd. Both of these sales were effected in the first quarter of 1979.

The operations of the Registrant are heavily dependent upon the Canadian West Coast forest industry as some two-thirds of its revenues are generated by the transportation of its products and the servicing of its operations. The increased demand for newsprint, pulp and paper on the world market has had a favourable influence on this segment of the Registrant's operations, and has resulted in increased revenues for 1978.

## Investments

### The Flintkote Company

During 1978 the Registrant acquired a 21.5 percent interest in The Flintkote Company of Stamford, Connecticut, making the Registrant the largest single shareholder. Flintkote is a producer of cement, building materials, and floor coverings with operations in the United States and Canada. Flintkote has commenced legal proceedings against the Registrant which proceedings are more fully described under "Item 5 - Legal Proceedings".

### Chemical Division

The Registrant manufactures chemicals, fertilizer materials and mixed fertilizers for distribution primarily in the provinces of Ontario, Quebec, New Brunswick, Prince Edward Island, Nova Scotia and the states of Maine, New York and Vermont. Chemicals are purchased for resale in the Eastern United States.

Industrial chemicals and nitrogen-based chemicals are produced at the Registrant's plant located on a 369-acre site at Maitland, Ontario, which provides ample space for future expansion. The plant's approximate annual capacities, in short tons, are 90,000 tons of ammonia, 170,000 tons of ammonium nitrate, 85,000 tons of nitrogen solution, 345,000 tons of nitric acid, 50,000 tons of urea and varying amounts of industrial gases. The plant's capacities are substantially utilized.



The Registrant presently sells approximately 16 percent of its Maitland production under contracts with DuPont of Canada Limited which expire in 1985 and cover the sale of hydrogen, nitrogen, nitric acid and ammonium nitrate.

Approximately 10 percent of the Maitland plant's production is used by the Registrant's fertilizer operations. The remainder of the plant's production is sold to customers in the chemical, steel, resin, feed, textile and explosives industries and to other fertilizer manufacturers.

The Registrant is one of five major producers of fertilizer in Eastern Canada and markets a variety of mixed fertilizers, mainly under the trade name "Nutrite", manufactured at 15 plants located in Eastern Canada, Maine and Vermont. Fertilizer materials, other than those obtained from the Maitland plant, are obtained from various suppliers. These processing plants are presently operating at approximately 70 percent of their combined annual capacity of 500,000 tons. In 1978 sales of the Registrant's fertilizer operations accounted for approximately 20 percent of the estimated consumption of agricultural fertilizers in Eastern Canada.

The Registrant also has a 66 percent equity interest in an explosives plant in Minnesota with an annual capacity of 60 million pounds.

The Registrant made a small profit in 1978 despite a continuing soft market, loss of business due to the U.S. coal miners' strike, high cost due to inefficiencies of the nitric acid plants and sharply rising material and utility costs, which caused increased pressure on margins. Fertilizer profits were as expected despite highly competitive markets.

#### Other Investments

The Registrant's import-export division based in New York was sold during the first quarter of 1978.

Also, the balance of the Registrant's income properties acquired on the acquisition of Abbey Glen Property Corporation were sold in 1978.

#### Financial Services

##### Venture Capital

The venture capital operation of the Registrant provides capital to small business concerns principally in the Western United States. Emphasis has been placed on equity investments in

technology-oriented new companies involving a high degree of risk. At December 31, 1978, the Registrant held venture capital investments, all of which are minority positions, in 35 different companies. A number of these investments are not readily marketable. Investments include companies in the areas of computer peripheral equipment, microfilm products, semiconductor production equipment, small business computers and chemical analysis products. The investment objective is to create and build major, well-established companies and then realize gains by selling all or part of the Registrant's position. Investments are usually held for at least five years. During 1978, over \$5.6 million was invested in portfolio companies, approximately 73 percent (\$4.1 million) in new investments and 27 percent (\$1.5 million) in companies already in the investment portfolio at December 31, 1977. During 1978 the value of the portfolio increased substantially reflecting stronger operational performance in most investments as well as the exchange of a 20 percent interest in Qume Corporation for 970,000 common shares of International Telephone and Telegraph (ITT). The Registrant's venture capital division was one of the initial investors in Qume when it was established in 1973.

#### Real Estate Joint Ventures

During 1978 the Registrant was a partner in a number of joint ventures, usually as a limited partner, for the development of properties in California, Arizona, Washington, Texas and Nevada. The ventures relate to residential housing and land development projects, condominium construction and conversions, garden-office development, shopping centre development and apartment construction. Participation by the Registrant is usually limited to providing financial, marketing and administrative assistance to the venture. The Registrant had investments in 49 joint ventures at December 31, 1978. Through joint ventures, in 1978 the Registrant sold 1,500 housing units and three income properties.

#### Other Financial Services

By the end of 1978 the Registrant had merged the operations of three California thrift and loan companies obtained through acquisition into one entity with six branches in Northern California. The thrift and loan institutions accept deposits and make short-term consumer loans and loans on residential second mortgages. The Registrant expects to open four new branches in 1979.

In 1978 the Registrant acquired Americal Instrument Corporation based in Palo Alto, California. This company specializes in the rental of electronic test and measurement equipment on a short-term basis and has 10 inventory centres and 19 sales offices in the United States and Canada.



The Registrant also provides title insurance and escrow services in the San Francisco Bay area. This division is headquartered in Oakland, California and operates four regional offices and 23 branch offices.

In early 1979, the Registrant acquired Westmor Corporation, a mortgage banking and service company. This company has offices in California, Georgia, Arizona and Nevada, and is engaged in the business of originating and servicing real estate mortgage loans as co-respondant for institutional investors.

The Registrant has certain other investments in Canada, the United States and internationally, including international marine financing and insurance operations.

### Competition and Other Factors

The Registrant encounters vigorous competition in most phases of its business. In some instances the Registrant competes with others who are larger and have greater financial resources. In general, heavy construction operations are largely dependent on government public works programmes and residential construction operations on the availability and cost of mortgage funds.

These factors also influence the Registrant's building materials and cement activities. Operations are also significantly influenced by weather conditions. Transportation expenses are an important cost element in many aspects of the Registrant's business. The Registrant encounters intensive competition in its chemical and fertilizer operations from other major producers and distributors in the industry both in Canada and in the United States.

The Registrant's marine operations are a significant factor in the marine transportation and towing industry on the West Coast of Canada, but encounter competition both from other marine transportation companies and industrial enterprises transporting their own products.

Competition in the venture capital field includes large financial institutions and major corporations. Also, the companies which comprise the venture capital portfolio are relatively small and highly specialized. Many of them compete with large enterprises in their respective fields.

### Legislation

Pursuant to an application under the Foreign Investment Review Act (Canada) (the "Act"), the Registrant received a ruling, in

May 1976, that it is not a non-eligible person under the Act. In October 1978, the ruling was renewed, which renewal is valid for a period of two years from the date of its issuance assuming that the circumstances as outlined in the Registrant's application do not change significantly. In the event that the Registrant's status under the Act should become that of a non-eligible person it may be required to obtain approval under the Act for future acquisitions of certain Canadian businesses, whether through purchase of shares or assets and for the establishments of certain new Canadian businesses.

The Canadian Government's three-year anti-inflation program implemented through the Anti-Inflation Act was terminated during 1978.

### Environmental Matters

All plants and other installations and properties of the Registrant with the exception of the Bamberton cement plant are operating within current environmental standards in Canada and the United States and there is no material outstanding action or notice given in respect of the breach of any significant environmental matter by the Registrant. The Bamberton cement plant does not operate within present environmental standards but in view of the high cost of compliance and the fact this plant will close in 1980 the Pollution Control Board of British Columbia has issued an interim order permitting continuing operations.

The Registrant does not anticipate material capital outlays with respect to environmental standards, nor does it anticipate requirements which may materially affect the earning power of any of the Registrant's businesses or which may cause material changes in such businesses or in intended businesses of the Registrant in view of existing or pending legislation and regulation. Nevertheless, government pollution abatement requirements are becoming more stringent particularly with respect to cement operations and it is expected that the Registrant will incur capital expenditures of approximately \$3.9 million in the next year for environmental control facilities.

### Employee Relations

The total number of people employed by the Registrant in all subsidiaries and divisions ranged from a high of 12,080 persons to a low of 7,460 persons. Generally the higher number of employees existed during the summer months, while the low occurred in the winter. The highs and lows for each category were as follows: approximately a high of 850 and a low of 770 in the cement operations, a high of 3,500 and a low of 2,450 in the building materials operations, a high of 1,590 and a low of



1,120 in the housing and land development operations, a high of 550 and a low of 500 in the chemical and fertilizer operations, and a high of 1,770 and a low of 1,340 in the marine operations. Venture capital and other investment operations combined employ on the average 500 persons. These figures do not include the approximately 300 employees of Westmor Corporation, recently acquired by the Registrant, and approximately 575 employees of Miron Company Ltd., which company, as indicated is currently under negotiation to be sold.

Approximately 65 percent of the Registrant's employees are represented by 98 collective bargaining groups under separate union contracts, 60 of which, including 25 with respect to the construction-related operations and six to the marine operations, are subject to renegotiation during 1979.

The Registrant's Quebec construction employees are covered by a government construction industry decree which contains the major items included in a labor agreement.

The Registrant considered its labor relations to be good in 1978 and there were no significant work stoppages in operations.

The Registrant has retirement and profit-sharing plans covering approximately 2,900 employees, to provide a monthly pension for life after retirement at age 65 or later. The benefits of these plans are integrated with government plans now in effect. The Registrant also provides customary fringe benefits to its employees. In addition, approximately 400 employees of the Registrant's Eastern Canada construction operations are covered by a retirement plan included in the province of Quebec construction decree. Reference is made to the Notes to the Consolidated Financial Statements of the Registrant and its subsidiaries for details concerning the funding of the various pension plans by the Registrant.

ITEM 1B FINANCIAL INFORMATION ABOUT INDUSTRY SEGMENTS  
and

ITEM 1D FINANCIAL INFORMATION ABOUT FOREIGN AND DOMESTIC  
OPERATIONS AND EXPORT SALES

The information pertaining to these items is presented in the Consolidated Financial Statements on pages F34 and F37.

## ITEM 2 SUMMARY OF OPERATIONS OF REGISTRANT AND ITS CONSOLIDATED SUBSIDIARIES

## CONSOLIDATED STATEMENTS OF INCOME AND RETAINED EARNINGS

|   | Years Ended December 31 |                  |                  |                  |                  |
|---|-------------------------|------------------|------------------|------------------|------------------|
|   | 1978                    | 1977             | 1976             | 1975             | 1974             |
|   |                         | (thousands       | of Canadian      | dollars)         |                  |
| REVENUES.....                                 | <u>1,143,042</u>        | <u>981,078</u>   | <u>821,549</u>   | <u>684,347</u>   | <u>578,422</u>   |
| COSTS AND EXPENSES                            |                         |                  |                  |                  |                  |
| Cost of sales and services.....               | 778,054                 | 677,934          | 565,087          | 491,536          | 418,761          |
| Selling, general and administrative.....      | 116,267                 | 98,193           | 81,122           | 59,849           | 48,628           |
| Depreciation, depletion and amortization..... | 50,181                  | 34,691           | 32,328           | 26,522           | 24,244           |
| Interest on long-term debt.....               | 26,036                  | 30,711           | 27,549           | 12,109           | 10,285           |
| Other interest.....                           | <u>23,896</u>           | <u>18,519</u>    | <u>12,662</u>    | <u>9,775</u>     | <u>7,530</u>     |
|   | <u>994,434</u>          | <u>860,048</u>   | <u>718,748</u>   | <u>599,791</u>   | <u>509,448</u>   |
| INCOME BEFORE THE FOLLOWING.....              | <u>148,608</u>          | <u>121,030</u>   | <u>102,801</u>   | <u>84,556</u>    | <u>68,974</u>    |
| Provision for income taxes                    |                         |                  |                  |                  |                  |
| Current.....                                  | 40,300                  | 45,700           | 36,900           | 29,500           | 28,500           |
| Deferred.....                                 | <u>26,700</u>           | <u>10,900</u>    | <u>10,200</u>    | <u>7,900</u>     | <u>5,400</u>     |
|   | <u>67,000</u>           | <u>56,600</u>    | <u>47,100</u>    | <u>37,400</u>    | <u>33,900</u>    |
| NET INCOME FOR THE YEAR.....                  | 81,608                  | 64,430           | 55,701           | 47,156           | 35,074           |
| RETAINED EARNINGS - BEGINNING OF YEAR.....    | 185,956                 | 140,302          | 100,539          | 67,649           | 45,448           |
| Reduction of United States income taxes.....  | -                       | -                | 91               | 649              | 23               |
|   | <u>267,564</u>          | <u>204,732</u>   | <u>156,331</u>   | <u>115,454</u>   | <u>80,545</u>    |
| Dividends - preferred shares.....             | 717                     | 950              | 1,345            | 1,314            | 1,319            |
| - common shares.....                          | <u>21,236</u>           | <u>17,826</u>    | <u>14,684</u>    | <u>13,601</u>    | <u>11,577</u>    |
|   | <u>21,953</u>           | <u>18,776</u>    | <u>16,029</u>    | <u>14,915</u>    | <u>12,896</u>    |
| RETAINED EARNINGS - END OF YEAR.....          | <u>\$ 245,611</u>       | <u>\$185,956</u> | <u>\$140,302</u> | <u>\$100,539</u> | <u>\$ 67,649</u> |
| PER COMMON SHARE                              |                         |                  |                  |                  |                  |
| INCOME  |                         |                  |                  |                  |                  |
| Primary.....                                  | \$ 6.01                 | \$ 5.01          | \$ 4.58          | \$ 4.01          | \$ 3.05          |
| Fully diluted.....                            | 5.89                    | 4.73             | 4.23             | 3.69             | 2.77             |
| DIVIDENDS.....                                | 1.61                    | 1.42             | 1.25             | 1.20             | 1.05             |

See notes to consolidated statements of income and retained earnings.



# NOTES TO CONSOLIDATED STATEMENTS OF INCOME AND RETAINED EARNINGS

FOR THE FIVE YEARS ENDED DECEMBER 31, 1978

## RESTATEMENT OF COMPARATIVE AMOUNTS

Prior years' statements of income have been restated to reflect on the equity method of accounting the operations of the import-export division which were sold in early 1978.

## COST OF SALES

Inventories used in computing cost of sales are as follows:

(thousands of dollars)

|                   |                  |                  |
|-------------------|------------------|------------------|
| As at December 31 | 1978 - \$462,372 | 1975 - \$186,669 |
|                   | 1977 - \$330,144 | 1974 - \$164,556 |
|                   | 1976 - \$311,653 | 1973 - \$106,950 |

## INCOME PER COMMON SHARE

Primary income per common share has been determined by dividing net income for the year, after deducting dividends on the preferred shares, by the following average number of shares outstanding which include common stock equivalents:

|                                  | (thousands) |                                  | (thousands) |
|----------------------------------|-------------|----------------------------------|-------------|
| Years ended December 31: 1978... | 13,248      | Years ended December 31: 1976... | 11,874      |
| 1977...                          | 12,667      | 1975...                          | 11,437      |
|                                  |             | 1974...                          | 11,069      |

Fully diluted income per common share has been determined by dividing net income for the year, plus the after tax effect of interest on debt assumed to be converted, by the average number of shares outstanding, reflecting the assumed conversion or exercise at the beginning of the year or the date of issue if later, of preferred shares, convertible debt, warrants and options all as detailed in the following table:

|   | Years ended December 31, |          |          |          |          |
|---|--------------------------|----------|----------|----------|----------|
|   | 1978                     | 1977     | 1976     | 1975     | 1974     |
|   | (thousands)              |          |          |          |          |
| Net income.....   | \$81,608                 | \$64,430 | \$55,701 | \$47,156 | \$35,074 |
| After tax effect of interest on debt assumed to be converted..... | \$ 39                    | \$ 275   | \$ 123   | \$ 120   | \$ 229   |
| Average number of shares outstanding.....                         | 13,867                   | 13,691   | 13,175   | 12,822   | 12,733   |

Increases in net income in 1974 resulted partly from the purchase of the remaining 50% of the shares of a subsidiary engaged in the marine transportation and shipbuilding businesses in British Columbia and the acquisition of a company engaged in the building materials, cement and construction businesses in Quebec. Also, buoyant economic conditions in Western Canada in 1974 created strong demand for goods produced and services provided by the company resulting in significant net income gains and world-wide shortage of nitrogen-based chemicals and fertilizers resulted in an increase in net income of \$6,057,000 in the chemicals and fertilizers division in 1974. The high level of capital spending on natural resources projects in Western Canada which caused a strong demand for company products and services together with an improved Quebec economy were the major factors contributing to the increased earnings in 1975. Continued economic strength

and expanding productive capacity in Western Canada, together with reduced interest rates and an improving economy in California produced significant net income gains in 1976 and 1977. The 1976 increase was partially offset by reductions in chemical prices, government spending cut-backs and labour problems in Eastern Canada and British Columbia. The 1977 increase was partially offset by poor results from cement, building materials and construction operations in Eastern Canada and international marine operations and absorption of interest and administrative costs associated with the construction of a new cement plant in British Columbia. In 1978, continued economic strength in Western Canada and California housing and land development division, a major sale of a venture capital investment, increased California real estate joint venture financing activity and the sale of remaining Canadian revenue property investments resulted in increases in net income. These increases were partially offset by continued poor operating results in Eastern Canadian and International Marine divisions including depreciation to reflect the reduced utility of chemical and marine assets and provisions for terminations of certain construction and marine activities.



MANAGEMENTS' DISCUSSION AND ANALYSIS  
OF THE CONSOLIDATED STATEMENT OF INCOME

REVENUES

In 1978, revenues increased \$162 million compared to a restated \$160 million increase in 1977. The restatement reflects the sale of the import-export division in 1978. A summary of increases in revenues by industrial category is as follows:

|  | 1978                  | 1977         |
|--|-----------------------|--------------|
|  | (millions of dollars) |              |
| Increase (Decrease)                                    |                       |              |
| Cement.....  | 24                    | 6            |
| Housing and land development.....                      | 31                    | 127          |
| Marine.....  | 18                    | 7            |
| Financial services.....                                | 40                    | 5            |
| Other categories.....                                  | 16                    | 45           |
|  | 129                   | 190          |
| Decrease (Increase) in<br>inter-category revenues..... | 33                    | (30)         |
|  | <u>\$162</u>          | <u>\$160</u> |

Cement revenues increased in 1978 because of high demand in Alberta which was in part met by shipments from the company's Eastern Canadian cement facility. United States land and housing revenues were up \$35 million in 1978 as a result of new operations in Florida and Texas, the sale of the company's land holdings in the Northeast and sales increases in California. In Canada, land development revenues declined \$17 million due to equity accounting for the company's share of income of a partnership to which the majority of its Alberta land holdings were contributed in 1978. In 1977, \$51 million of the increase in the housing and land development category was the result of expansion of operations and strong demand in California. Canadian land development activities were the source of a \$39 million increase in 1977, most of which was the result of rapid development and sale of some of the land acquired with a subsidiary in mid-1976.

Marine revenues in Western Canada benefited from a high level of activity in the British Columbia forest products industry as well as the integration of the operations of a subsidiary acquired in mid-1977. Revenues of the financial services category increased \$29 million including the sale of a major venture capital portfolio security and \$9 million from the first full year of operation of the real estate joint venture financing activities. Both of these divisions are based in California.

The decrease in 1978 and the increase in 1977 inter-category revenues are attributable to the amount of work performed in each year by the engineering and industrial construction division for the cement division. The construction division is the general contractor on both the Vancouver cement plant and the Edmonton plant expansion. The decrease in 1978 was offset to a great degree by increases in third-party work performed by the construction services division in Alberta.

## COST OF SALES AND SERVICES

Cost of sales and services was 68 per cent of revenues in 1978 compared to 69 per cent in 1977 and 1976. The 1978 reduction in the cost of sales percentage resulted from accounting on the equity basis for the operations of real estate financing joint ventures in California and a significant land development partnership in Alberta. The reductions were partially offset by losses on Eastern Canadian construction operations and international marine joint ventures combined with increased costs in building materials and cement operations. Increases in the 1977 costs as a percentage of revenue were attributable to increased costs in Canadian cement, construction and housing operations which were offset by increased revenue in the higher-margin Canadian land development and California land and housing operations.

## EXPENSES

Selling, general and administrative expenses increased by \$18 million or 18 per cent in 1978 and \$17 million or 21 per cent in 1977. Continued expansion in United States operations accounted for \$10 million of the 1977 increase. Reduction of expenses of a subsidiary acquired in mid-1976 produced a 1978 decrease of \$2 million compared to a \$2 million increase in 1977. The balance of the increases relate primarily to Western Canadian land and housing volume increases, administrative costs during construction of expanded cement capacity in Western Canada and greater outside service costs of a general corporate nature. A corporate cost-cutting program introduced in 1977 resulted in reductions in chemical and fertilizer and Western Canadian building materials and construction divisions, and limited general increases in other divisions to less than the rate of inflation.

## DEPRECIATION, DEPLETION AND AMORTIZATION

Depreciation, depletion and amortization increased by \$16 million in 1978 compared to a \$2 million increase in 1977. Additional depreciation of the chemical facilities at Maitland, Ontario and the international marine fleet accounted for \$13 million of the 1978 increase and reflects the reduced utility of these assets. Increased capital investment in Western Canadian cement and marine divisions produced additional 1978 depreciation which was partially offset by the sale of certain revenue properties. The 1977 increase is a result of a full year's charge for the prior year's additions to building materials and marine equipment.

## INTEREST

Total interest expense was \$50 million in 1978 and \$49 million in 1977. Higher interest rates and the cost of financing the expanded United States operations and Western Canadian cement plants were offset by interest cost reductions in Canadian land and housing and revenue property operations. The 1977 interest costs increased by \$9 million because of larger land and housing inventories in California and the construction of a cement plant in Vancouver together with the consolidation for a full year of the accounts of a Canadian real estate subsidiary acquired in mid-1976.



## FOREIGN EXCHANGE

Included in 1978 net income is \$3.4 million of unrealized foreign exchange losses resulting from the translation of accounts of subsidiaries denominated in United States dollars. The following table shows the historic relationship of the Canadian dollar to United States currency at December 31 of each of the past five years:

|           | U.S. equivalent<br>of \$1.00 Canadian |
|-----------|---------------------------------------|
| 1978..... | \$0.84                                |
| 1977..... | 0.91                                  |
| 1976..... | 0.99                                  |
| 1975..... | 0.98                                  |
| 1974..... | 1.01                                  |

### ITEM 3 - LIST OF PROPERTIES

The physical property of the Registrant consists of land, buildings, machinery and equipment and quarries and gravel deposits. Substantially all of the assets of the Registrant are held subject to mortgages and/or floating charges securing indebtedness of the Registrant.

The principal real properties of the Registrant are as follows:

| <u>Location</u>              | <u>Description</u>        |
|------------------------------|---------------------------|
| <u>Building Materials</u>    |                           |
| Kitimat, B.C.                |                           |
| Nanaimo, B.C.                |                           |
| Prince George, B.C.          |                           |
| Terrace, B.C.                |                           |
| Greater Vancouver, B.C. (4)  |                           |
| Victoria, B.C.               |                           |
| Calgary, Alberta (3)         | Concrete ready-mix plants |
| Red Deer, Alberta            |                           |
| Edmonton, Alberta (3)        |                           |
| Grande Prairie, Alberta      |                           |
| Lloydminster, Alberta        |                           |
| Moose Jaw, Saskatchewan      |                           |
| Regina, Saskatchewan         |                           |
| Saskatoon, Saskatchewan      |                           |
| Winnipeg, Manitoba (2)       |                           |
| Brandon, Manitoba            |                           |
| Portage La Prairie, Manitoba |                           |
| Calgary, Alberta             |                           |
| Edmonton, Alberta            |                           |
| Lethbridge, Alberta          |                           |
| Grande Prairie, Alberta      | Concrete pipe plants      |
| Kitimat, B.C.                |                           |
| Vancouver, B.C.              |                           |
| Vernon, B.C.                 |                           |
| Regina, Saskatchewan         |                           |
| Winnipeg, Manitoba           |                           |
| Calgary, Alberta             |                           |
| Edmonton, Alberta            |                           |
| Kitimat, B.C.                |                           |
| Prince George, B.C.          | Concrete block plants     |
| Vancouver, B.C.              |                           |
| Victoria, B.C.               |                           |
| Regina, Saskatchewan         |                           |
| Winnipeg, Manitoba           |                           |



Building Materials (Cont'd)

Various Locations:

British Columbia (4)  
Alberta (10)  
Saskatchewan (18)  
Manitoba (4)

Pits and quarries

Vancouver, B.C.  
Victoria, B.C.  
Calgary, Alberta (2)  
Edmonton, Alberta (2)  
Regina, Saskatchewan  
Saskatoon, Saskatchewan  
Winnipeg, Manitoba (4)

Asphalt plants

Calgary, Alberta  
Edmonton, Alberta (2)  
Regina, Saskatchewan (2)  
Winnipeg, Manitoba  
Vancouver, B.C.

Pre-cast and pre-stressed  
concrete plants

Edmonton, Alberta

Concrete railway tie plant

Edmonton, Alberta  
Saskatoon, Saskatchewan  
Vancouver, B.C.

Gypsum wallboard plants

Calgary, Alberta  
Edmonton, Alberta

Lightweight aggregate plants

Kitimat, B.C.  
Port Mellon, B.C.  
Prince George, B.C.  
Royal Bay, B.C.  
Calgary, Alberta  
Red Deer, Alberta  
Edmonton, Alberta  
Lloydminster, Alberta  
Moose Jaw, Saskatchewan  
Regina, Saskatchewan  
Saskatoon, Saskatchewan  
Winnipeg, Manitoba (2)  
Brandon, Manitoba

Aggregate plants

## Construction

Vancouver, B.C.  
Calgary, Alberta  
Edmonton, Alberta  
Regina, Saskatchewan  
Winnipeg, Manitoba  
Montreal, Quebec

Construction equipment and  
maintenance shop

## Cement

Edmonton, Alberta  
Bamberton, B.C.  
Vancouver, B.C.  
Regina, Saskatchewan  
Winnipeg, Manitoba

Cement plants

Cadomin, Alberta  
Cobble Hill, B.C.  
Texada Island, B.C.  
Mafeking, Manitoba  
Steep Rock, Manitoba

Limestone quarries  
and/or deposits

St. Albert, Alberta

Coal property

Calgary, Alberta  
Saskatoon, Saskatchewan  
Thunder Bay, Ontario

Distribution centres

## Chemicals and Fertilizers

Maitland, Ontario

Chemical plant

Alliston, Ontario  
Chesterville, Ontario  
Cornwall, Ontario  
Welland, Ontario  
Elmira, Ontario  
Hanover, Ontario  
Montreal, Quebec  
St. Arsene, Quebec  
Ste. Foy, Quebec  
Ste. Rosalie, Quebec  
Victoriaville, Quebec  
Grand Falls, N.B.  
Summerside, P.E.I.  
Presque Isle, Maine  
Sheldon Junction, Vermont

Mixed fertilizers plants



## Chemicals and Fertilizers (Cont'd)

|                    |                  |
|--------------------|------------------|
| Biwabik, Minnesota | Explosives plant |
|--------------------|------------------|

## Financial Services

|                           |                       |
|---------------------------|-----------------------|
| Mountain View, California |                       |
| Anaheim, California       |                       |
| Northridge, California    |                       |
| Dallas, Texas             | Inventory centres     |
| Chicago, Illinois         | (electronic test and  |
| Boston, Massachusetts     | measurement equipment |
| Oakland, New Jersey       | for rent)             |
| Washington, D.C.          |                       |
| Ft. Lauderdale, Florida   |                       |
| Toronto, Ontario          |                       |

## Land Development and Housing

|                  |                        |
|------------------|------------------------|
| Calgary, Alberta | Home component factory |
| Calgary, Alberta | Cabinet factory        |

## Marine

|                       |                    |
|-----------------------|--------------------|
| Victoria, B.C.        | Shipyards          |
| North Vancouver, B.C. |                    |
| North Vancouver, B.C. | Operations' centre |

In addition to the foregoing plants and properties, the Registrant leases properties, plants and equipment in Canada and the United States. The Registrant also has interest directly or through joint ventures in income properties.

The Registrant owns more than 5,200 pieces of mobile construction equipment including power shovels, tractors, trucks, ready-mix concrete units, cranes, loaders, scrapers, dozers, draglines, rock wagons and earth-moving and paving equipment.

In addition, it has portable concrete and asphalt plants, mobile crushing and screening equipment, portable soil cement plants, and a large number of mobile trailers to house men in remote points. At the height of the construction season, other equipment is also rented. On occasion, the Registrant also rents equipment for specific projects.

#### ITEM 4 PARENTS AND SUBSIDIARIES

| <u>Company</u>  | <u>Organized<br/>Under laws of</u> |
|---|------------------------------------|
| Subsidiaries Included in Consolidated<br>Financial Statements |                                    |
| Americal Instrument Corporation                               | California                         |
| Atlas Thrift Company  | California                         |
| British Columbia Cement Company Limited                       | British Columbia                   |
| Broadmoor Homes, Inc.   | California                         |
| Construction Aggregates Ltd.                                  | British Columbia                   |
| Dorster, Inc.   | Delaware                           |
| Engineered Homes Limited                                      | Alberta                            |
| First American Title Guaranty Company                         | California                         |
| Genstar Chemical Inc.   | Maine                              |
| Genstar Construction Limited                                  | Manitoba                           |
| Genstar Development Inc.                                      | New York                           |
| Genstar Finance N.V.  | Netherland Antilles                |
| Genstar Holding N.V.  | Netherlands                        |
| Genstar Homes of Texas Inc.                                   | Texas                              |
| Genstar, Inc.   | Delaware                           |
| Genstar International S.A.                                    | Luxembourg                         |
| Genstar Overseas Limited                                      | Bermuda                            |
| Genstar Pacific Corporation                                   | California                         |
| Genstar Securities Corporation                                | Delaware                           |
| Genstar Services Limited                                      | Canada                             |
| Genstar Southern Development Corporation                      | Delaware                           |
| Keith Construction Company Limited                            | Alberta                            |
| McAllister Towing and Salvage Ltd.                            | Canada                             |
| Miron Company Ltd.  | Quebec                             |
| Ocean Construction Supplies Limited                           | British Columbia                   |
| Ocean Construction Supplies Northern Limited                  | British Columbia                   |
| Rental Electronics Inc.                                       | California                         |
| Seaspan International Inc.                                    | Washington                         |
| Seaspan International Ltd.                                    | British Columbia                   |
| Sierra Bancorp, Inc.  | California                         |
| Sutter Hill Limited   | California                         |



Percentage of  
Voting Securities  
Owned by  
Immediate Parent

Immediate Parent

|                                     |     |
|-------------------------------------|-----|
| Genstar Pacific Corporation         | 100 |
| Sierra Bancorp, Inc.                | 100 |
| Ocean Construction Supplies Limited | 100 |
| Genstar Development Inc.            | 100 |
| Ocean Construction Supplies Limited | 100 |
| Genstar Pacific Corporation         | 100 |
| Registrant                          | 100 |
| Genstar Pacific Corporation         | 71  |
| Indussa Corporation                 | 100 |
| Registrant                          | 100 |
| Genstar Pacific Corporation         | 100 |
| Genstar Holding N.V.                | 100 |
| Registrant                          | 100 |
| Genstar Pacific Corporation         | 100 |
| Genstar Holding N.V.                | 100 |
| Registrant                          | 100 |
| Genstar International S.A.          | 100 |
| Genstar Inc.                        | 100 |
| Genstar Holding N.V.                | 100 |
| Registrant                          | 100 |
| Genstar Development Inc.            | 100 |
| Registrant                          | 100 |
| Registrant                          | 100 |
| Registrant                          | 100 |
| Registrant                          | 100 |
| Ocean Construction Supplies Limited | 100 |
| Americal Instrument Corporation     | 100 |
| Seaspan International Ltd.          | 100 |
| Registrant                          | 100 |
| Genstar Pacific Corporation         | 100 |
| Genstar Pacific Corporation         | 100 |

## ITEM 5 - LEGAL PROCEEDINGS

As indicated in Item 1 to this Report, the Registrant acquired a 21.5 percent interest in the outstanding shares of The Flintkote Company in 1978. On October 6, 1978, The Flintkote Company instituted legal action in the United States District Court of the Northern District of California against the Registrant and certain of its officers, directors, shareholders and subsidiaries. Generally, the claim alleges breaches of securities legislation reporting requirements and anti-trust violations. More specifically it has alleged that the 13-D reports filed were false and misleading, that Federal Reserve Board margin requirements were breached, that the price of Flintkote stock was manipulated and that the Clayton Act and Sherman Act were violated. On March 9, 1979, the Court dismissed the claim with respect to the margin requirements and the manipulation of the price of Flintkote stock. The Plaintiff is seeking an injunction to prohibit the Registrant from further purchases of shares of The Flintkote Company and also for an order that the shares acquired to date be divested by the Registrant. The Federal Trade Commission is also investigating the acquisition of the Flintkote shares. The management of the Registrant believes that the allegations are without foundation and has commenced to defend its position and move toward adjudication of these claims at the first possible opportunity.

During 1977 an investigation was commenced relating to ready-mix concrete and related concrete products in the Calgary area of the Province of Alberta. An officer of the Registrant testified at the hearings in Calgary, Alberta, in 1977 and since that time no charge has been laid under the Combines Investigation Act against the Registrant or any of its subsidiaries with respect to the investigation. It is unknown whether the investigation has terminated or may at some future time be continued, and if so, what the effects, if any, may be on the ready-mix concrete operations.

During 1977 the U.S. Treasury Department initiated an anti-dumping investigation in respect of imports of portland hydraulic cement from Canada. A final determination of sales at less than fair value was made by the Treasury Department in 1978; however the U.S. International Trade Commission determined that no injury resulted to domestic producers as a result of the less than fair value selling. Accordingly, the administrative investigation was terminated. However, the Glens Falls division of The Flintkote Company has commenced suit in the U.S. Customs Court challenging the no-injury determination. Cement produced by a subsidiary of the Registrant in Western Canada and sold in the United States is potentially subject to anti-dumping duties if this challenge is ultimately successful. Miron Company Ltd., a subsidiary of the Registrant producing cement in the Province



of Quebec, is also subject to this investigation; however, an agreement has been entered into to sell the cement operations of Miron Company Ltd., which sale will be concluded in the first half of 1979. The Registrant is defending the challenge as are other Canadian producers, U.S. importers, and the U.S. Government. It is not possible at this time for management of the Registrant to forecast the effect on the Registrant if the challenge is successful.

## ITEM 6 - INCREASES IN OUTSTANDING SECURITIES OF THE REGISTRANT

### A - Increases in Common Shares of the Registrant

As at December 31, 1977, there were 12,876,572 Common Shares of the Registrant issued and outstanding.

During the fiscal year ended December 31, 1978, 539,166 Common Shares were issued as follows, resulting in a total of 13,415,738 Common Shares outstanding as at December 31, 1978:

- (1) Between January 1, 1978, and September 30, 1978, a total of 387,501 Common Shares of the Registrant were issued. For information on said Shares, reference is made to the Registrant's quarterly reports on Form 10-Q to the Securities and Exchange Commission for the fiscal quarters ending March 31, June 30 and September 30, 1978.
- (2) During November 1978, the Registrant issued 4,000 Common Shares to one employee, an officer of a subsidiary of the Registrant, pursuant to the Stock Purchase Plan at a price of \$34.58 per share for an aggregate consideration of \$138,320. On the date of issue of said Shares, the market price of the same was \$34.75. Since no such Common Shares were offered or sold to a resident of the United States of America or its territories or possessions, no registration thereof was required under the Securities Act of 1933.
- (3) During October, November and December 1978, the Registrant issued 147,645 Common Shares at \$20.00 per share pursuant to the conversion of 147,645 Convertible Preferred Voting Shares Series A, Series B and Series D of the Registrant. During October, November and December 1978, the market price of the Registrant's Common Shares, on the Toronto Stock Exchange, ranged between \$33.25 and \$37.00. Since no such Preferred Shares Series A, Series B or Series D and Common Shares (issued upon conversion of the Preferred Shares Series A, Series B or Series D) were offered or sold to a resident of the United States of America or its territories or possessions, no registration thereof was required under the Securities Act of 1933.

- (4) During October, November and December 1978, the Registrant issued 20 Common Shares at \$17 CDN per share pursuant to the exercise of 20 Share Purchase Warrants of the Registrant, which were issued by the Registrant at the time and in conjunction with the issue in Canada by the Registrant in June 1968 of 8% Series D First Mortgage Bonds of the Registrant. The market price of the Registrant's Common Shares on the Toronto Stock Exchange on the dates of issue ranged between \$33.25 and \$37.00. Since no such Bonds, Warrants and Common Shares (issued upon exercise of Warrants) were offered or sold to a resident of the United States of America or its territories or possession, no registration thereof was required under the Securities Act of 1933.

B - Increases in Preferred Shares of the Registrant

- (1) Between January 1978 and December 1978, the Registrant issued 98,217 Series D \$1.50 Cumulative Convertible Redeemable Preferred Shares as a result of the conversion of Class A Special Shares of Abbey Glen Property Corporation to Series D Preferred Shares. For information pertaining to the issue of the Series D Shares at the time of the acquisition of Abbey Glen Property Corporation in 1976, by the Registrant, reference is made to the Registrant's reports on Form 8-K to the Securities and Exchange Commission for the months of November and December 1976 and January 1977. Since no Series D Preferred Shares were offered or sold to residents of the United States of America or its territories or possessions, no registration thereof was required under the Securities Act of 1933.
- (2) On October 31, 1978, 1,000,000 Non-Voting Second Preferred, Series A Shares were issued to The Royal Bank of Canada for a consideration of U.S. \$100 million. These shares were designated from the 20,000,000 Second Preferred Shares in existence and reference is made to the Registrant's report on Form 10-Q to the Securities and Exchange Commission filed November 15, 1978.

Common Shares, Series D Preferred Shares and Second Preferred Series A Shares issued during October, November and December 1978 by the Registrant, as detailed under paragraphs A-(2) to (4), and B-(1) and (2) were represented by certificates which were not legended as none of said Shares were offered or sold to residents of the United States of America or its territories or possessions.

ITEM 7 - CHANGES IN SECURITIES AND CHANGES IN SECURITY  
FOR REGISTERED SECURITIES

Not applicable

ITEM 8 - DEFAULTS UPON SENIOR SECURITIES

Not applicable

ITEM 9 - NUMBER OF EQUITY SECURITY HOLDERS AS AT MARCH 1, 1979

| <u>Title of Class</u>  | <u>Number of Registered Holders</u> |
|--|-------------------------------------|
| Common Shares 13,462,985 of which<br>10,650,676 were in registered<br>form and 2,812,309 were in bearer<br>form for which the Registrant has<br>no knowledge of the number of<br>holders | 6,332                               |
| First Preferred Shares (Convertible)   |                                     |
| - Series A 7,154 all in<br>registered form   | 75                                  |
| - Series B 288,337 of which<br>193,085 were in registered form<br>and 95,252 were in bearer form<br>for which the Registrant has no<br>knowledge of the number of<br>holders             | 164                                 |
| - Series D 173,669 in registered<br>form   | 431                                 |
| Second Preferred Shares  |                                     |
| - Series A 1,000,000 in registered<br>form   | 1                                   |

ITEM 10 - SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS

(a) The Annual Meeting of Shareholders of the Registrant was held on May 17, 1978. Reference is made to the Registrant's Proxy Statement filed with the Securities and Exchange Commission on March 31, 1978.



(b) All the nominees to serve on the Board of Directors of the Registrant were elected.

(c) (i) Stock Purchase Plan

The shareholders of the Registrant approved a resolution of the Board of Directors increasing the number of Common Shares of Genstar which may be acquired by the Trustees of the Stock Purchase Plan for purchase by designated officers and employees of the Registrant from 500,000 to 800,000 Common Shares. In addition, the resolution authorized the increase of monies which may be advanced by the Registrant to the Trustees in any one year from \$3 million to \$4 million and at any one time outstanding from \$8 million to \$15 million.

Reference is made to Exhibit A of the Registrant's Proxy Statement filed with the Securities and Exchange Commission on March 31, 1978 for the full text of the Plan with amendments.

There were 8,778,863 affirmative votes on this matter and 13,207 negative votes.

(ii) Restatement of By-laws

The shareholders of the Registrant sanctioned By-law 42 repealing all former by-laws of the Registrant with the exception of By-law 20 and further sanctioned By-law CBCA I, the new general by-law of the Registrant providing for meeting of shareholders and directors.

Reference is made to Exhibit B of the Registrant's Proxy Statement filed with the Securities and Exchange Commission on March 31, 1978 for the full text of By-law 42 and By-law CBCA I.

There were 8,783,313 affirmative votes on this matter and 8,147 negative votes.

ITEM 11 - INDEMNIFICATION OF DIRECTORS AND OFFICERS

Reference is made to the Registrant's Officers and Directors indemnification insurance policy cover note together with standard form of policy previously filed with the Registrant's registration statement on Form S-1, Commission File No. 2-32129.

ITEM 12(a) 1 - FINANCIAL STATEMENTS AND SCHEDULES

|   | GENSTAR LIMITED |                      | THE<br>FLINTKOTE<br>COMPANY* |  |
|---|-----------------|----------------------|------------------------------|--|
|   | Company<br>Page | Consolidated<br>Page |                              |  |
| Report of Independent Chartered Accountants.....  | F-1             | F-1                  | -                            |  |
| Financial Statements  |                 |                      |                              |  |
| Statements of Income.....   | F-2             | F-18                 | F-40                         |  |
| Balance Sheets.....   | F-3 F-4         | F-19 F-20            | F-41 F-42                    |  |
| Statements of Changes in Financial Position.....  | F-5 F-6         | F-21 F-22            | F-43                         |  |
| Statements of Retained Earnings.....  | F-6             | F-22                 | -                            |  |
| Statements of Shareholders' Equity.....   | -               | -                    | F-44                         |  |
| Notes to Financial Statements.....  | F-7 F-17        | F-23 F-33            | F-45 F-66                    |  |
| Results by Industrial Category.....   | -               | F-34 F-37            | F-58 F-61                    |  |
| Supplementary Replacement Cost Information.....   | -               | F-38 F-39            | F-61 F-65                    |  |
| Schedules   |                 |                      |                              |  |
| III - Investments in, Equity in Earnings of, and Dividends<br>Received from Affiliates:         |                 |                      |                              |  |
| For the year ended December 31, 1978.....   | S-1 S-3         | S-1 S-3              | S-21                         |  |
| For the year ended December 31, 1977.....   | S-4 S-6         | S-4 S-6              | S-21                         |  |
| IV - Indebtedness of Affiliates - Not Current:  |                 |                      |                              |  |
| For the year ended December 31, 1978.....   | S-7             | S-7                  | -                            |  |
| For the year ended December 31, 1977.....   | S-8             | S-8                  | -                            |  |
| V - Property, Plant and Equipment:  |                 |                      |                              |  |
| For the year ended December 31, 1978.....   | S-9             | S-9                  | S-22                         |  |
| For the year ended December 31, 1977.....   | S-10            | S-10                 | S-22                         |  |
| VI - Reserves for Depreciation, Depletion and<br>Amortization of Property, Plant and Equipment: |                 |                      |                              |  |
| For the year ended December 31, 1978.....   | S-11            | S-11                 | S-23                         |  |
| For the year ended December 31, 1977.....   | S-12            | S-12                 | S-23                         |  |
| VII - Intangible Assets:  |                 |                      |                              |  |
| For the year ended December 31, 1978.....   | S-13            | S-13                 | -                            |  |
| For the year ended December 31, 1977.....   | S-14            | S-14                 | -                            |  |
| XII - Valuation and Qualifying Accounts and Reserves:   |                 |                      |                              |  |
| For the year ended December 31, 1978.....   | S-15            | S-15                 | S-24                         |  |
| For the year ended December 31, 1977.....   | S-16            | S-16                 | S-24                         |  |
| XIII - Capital Shares:  |                 |                      |                              |  |
| As at December 31, 1978.....  | S-17 S-18       | S-17 S-18            | -                            |  |
| XIV - Supplementary Income Statement Information:   |                 |                      |                              |  |
| For the year ended December 31, 1978.....   | S-19            | S-19                 | S-25                         |  |
| For the year ended December 31, 1977.....   | S-20            | S-20                 | S-25                         |  |

Schedules other than those listed above are omitted for the reason that they are not required or are not applicable, or the required information is shown in the financial statements or notes thereto.

Columns omitted from schedules filed have been omitted because the information is not applicable.

\*The Flintkote Company constitutes a significant investee of the Registrant and that company's financial statements and schedules have been included in this report. The information has been reproduced from The Flintkote Company annual report on Form 10-K as filed with the Securities and Exchange Commission, Washington, D.C. on March 30, 1979. Neither the Registrant nor their independent chartered accountants take any responsibility for the accuracy or completeness of the financial statements and schedules as they did not prepare, review or approve such information.

ITEM 12(a) 2 - GENSTAR LIMITED EXHIBITS

1. Copy of a Certificate of Amalgamation dated March 31, 1978;
2. Copy of a Certificate of Amendment dated October 31, 1978;
3. Copy of a Certificate of Amalgamation dated January 1, 1979;
4. Copy of Amendment Number One to Registrant's Canadian Employees' Stock Savings Plan;
5. The Registrant's quarterly reports on Form 10-Q for the quarters ending March 31, June 30 and September 31, 1978, Commission File Number 1-6063 are incorporated herein by reference;
6. The Registrant's reports on Form 8-K for the months of November and December 1976, Commission File Number 1-6063, January 1977, Commission File Number 1-6063 and September 1978, Commission File Number 1-6063 are incorporated herein by reference;
7. The Registrant's Officers and Directors indemnification insurance policy cover note together with standard form of policy filed with the Registrant's registration statement on Form S-1, Commission File Number 2-32129 is incorporated herein by reference.



ITEMS 13 to 15

The Registrant has filed with the Securities and Exchange Commission a definitive Proxy Statement on March 30, 1979, pursuant to Regulation 14A. Therefore, Items 13 to 15 are omitted.

SIGNATURE

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

GENSTAR LIMITED

Per: \_\_\_\_\_

  
Douglas A. Love  
Assistant Secretary

Dated March 30, 1979

REPORT OF INDEPENDENT CHARTERED ACCOUNTANTS

To the Board of Directors  
of Genstar Limited

We have examined the financial statements of Genstar Limited and the consolidated financial statements (including the results by industrial category) of Genstar Limited and subsidiaries as at December 31, 1978 and 1977 as set forth on pages F-2 through F-37, and the individual and consolidated schedules as listed in reference to Item 10 of the Annual Report to the Securities and Exchange Commission on Form 10K pursuant to regulations under the Securities Exchange Act of 1934, as set forth on pages S-1 through S-20 of this report. We have also examined the results by industrial category for the years from 1974 to 1976 included on pages F-34 and F-35. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, these individual and consolidated financial statements present fairly the financial position of Genstar Limited and the consolidated financial position of Genstar Limited and subsidiaries as at December 31, 1978 and 1977 and the individual and consolidated results of their operations and the changes in their financial position for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis. Also, in our opinion, the results by industrial category referred to above are presented fairly in conformity with generally accepted accounting principles applied on a consistent basis.

*Coopers & Lybrand*

CHARTERED ACCOUNTANTS

MONTREAL, Canada  
February 21, 1979

GENSTAR LIMITED

STATEMENTS OF INCOME

For the years ended December 31, 1978 and 1977

(thousands of Canadian dollars)

|   | 1978      | 1977      |
|---|-----------|-----------|
| REVENUES                                      |           |           |
| Net sales.....                                | 363,162   | 148,137   |
| Investment income.....                        | 37,069    | 28,439    |
|   | 400,231   | 176,576   |
| COSTS AND EXPENSES                            |           |           |
| Cost of sales.....                            | 250,669   | 100,955   |
| Selling, general and administrative.....      | 43,660    | 18,380    |
| Depreciation, depletion and amortization..... | 20,585    | 5,885     |
| Interest on long-term debt.....               | 14,750    | 14,891    |
| Other interest.....                           | 19,637    | 11,926    |
|   | 349,301   | 152,037   |
| INCOME BEFORE INCOME TAXES.....               | 50,930    | 24,539    |
| Provision for income taxes                    |           |           |
| Current.....                                  | (1,400)   | (1,866)   |
| Deferred.....                                 | 20,300    | 3,779     |
|   | 18,900    | 1,913     |
| NET INCOME FOR THE YEAR.....                  | \$ 32,030 | \$ 22,626 |



GENSTAR LIMITED

BALANCE SHEETS

As at December 31, 1978 and 1977  
(thousands of Canadian dollars)

|   | Note<br>Reference | 1978        | 1977      |
|---|-------------------|-------------|-----------|
| ASSETS                                      |                   |             |           |
| CURRENT ASSETS                              |                   |             |           |
| Accounts receivable - trade.....            |                   | 124,942     | 42,699    |
| - subsidiaries.....                         |                   | 16,540      | 24,826    |
| Inventories.....                            | 3                 | 104,617     | 55,495    |
| Advances to subsidiaries.....               |                   | 118,427     | 88,960    |
|   |                   | 364,526     | 211,980   |
| DEVELOPMENT LAND AND MORTGAGES.....         | 4                 | 68,427      | 22,132    |
| INVESTMENTS                                 | 5                 |             |           |
| Subsidiaries.....                           |                   | 409,449     | 251,920   |
| Other.....                                  |                   | 18,109      | 7,997     |
|   |                   | 427,558     | 259,917   |
| FIXED ASSETS                                | 7                 |             |           |
| Properties, plants and equipment.....       |                   | 330,076     | 217,452   |
| Accumulated depreciation and depletion..... |                   | 107,649     | 54,894    |
|   |                   | 222,427     | 162,558   |
| INTANGIBLE ASSETS.....                      | 8                 | 35,198      | 29,682    |
|   |                   | \$1,118,136 | \$686,269 |

|  | Note<br>Reference | 1978        | 1977      |
|--|-------------------|-------------|-----------|
| LIABILITIES                                |                   |             |           |
| CURRENT LIABILITIES                        |                   |             |           |
| Short-term borrowings.....                 | 9                 | 43,934      | 78,656    |
| Accounts payable.....                      |                   | 79,614      | 38,641    |
| Income taxes.....                          |                   | 38,922      | 4,754     |
| Advances relating to land inventories..... |                   | 14,070      | 3,715     |
| Current portion of debt.....               | 10                | 16,105      | 7,736     |
|  |                   | 192,645     | 133,502   |
| LONG-TERM DEBT.....                        | 10                | 275,101     | 233,935   |
| DEFERRED REVENUE.....                      | 12                | 62,906      | -         |
| DEFERRED INCOME TAXES.....                 |                   | 75,700      | 28,502    |
|  |                   | 606,352     | 395,939   |
| SHAREHOLDERS' EQUITY                       |                   |             |           |
| PREFERRED SHARES.....                      | 11                | 130,291     | 13,122    |
| COMMON SHARES AND CONTRIBUTED SURPLUS..... | 11                | 190,564     | 179,383   |
| RETAINED EARNINGS.....                     |                   | 190,929     | 97,825    |
|  |                   | 511,784     | 290,330   |
|  |                   | \$1,118,136 | \$686,269 |

GENSTAR LIMITED

STATEMENTS OF CHANGES IN FINANCIAL POSITION  
For the years ended December 31, 1978 and 1977  
(thousands of Canadian dollars)

|  | Note<br>Reference | 1978      | 1977      |
|--|-------------------|-----------|-----------|
| SOURCE OF FUNDS                                    |                   |           |           |
| NET INCOME FOR THE YEAR.....                       |                   | 32,030    | 22,626    |
| ITEMS NOT AFFECTING FUNDS                          |                   |           |           |
| Depreciation, depletion and amortization.....      |                   | 20,585    | 5,885     |
| Gain on sales of revenue property investments..... |                   | (9,839)   | -         |
| Deferred income taxes.....                         |                   | 20,300    | 3,779     |
| Deferred revenue.....                              |                   | (6,615)   | -         |
| Other.....   |                   | 2,476     | (1,122)   |
| FUNDS FROM OPERATIONS.....                         |                   | 58,937    | 31,168    |
| AMALGAMATION OF SUBSIDIARIES.....                  | 2                 | 106,731   | 32,048    |
| FORMATION OF PARTNERSHIP.....                      | 12                | 70,123    | -         |
| SALE OR REDUCTION OF                               |                   |           |           |
| Investments.....                                   |                   | 64,735    | 7,128     |
| Fixed assets.....                                  |                   | 621       | 338       |
| Development land, mortgages and revenue properties |                   | 39,952    | 3,459     |
| ISSUE OF   |                   |           |           |
| Mortgages, debentures and long-term debt.....      |                   | 64,030    | 96,200    |
| Capital stock.....                                 | 11                | 128,214   | 6,968     |
|  |                   | 533,393   | 177,309   |
| APPLICATION OF FUNDS                               |                   |           |           |
| PURCHASE OF  |                   |           |           |
| Investments.....                                   |                   | 310,612   | 49,474    |
| Fixed assets.....                                  |                   | 35,740    | 70,569    |
| Development land and mortgages.....                |                   | 10,351    | -         |
| PAYMENT OR REDUCTION OF                            |                   |           |           |
| Mortgages, debentures and long-term debt.....      |                   | 61,334    | 7,785     |
| Dividends.....                                     |                   | 21,953    | 18,776    |
|  |                   | 439,990   | 146,604   |
| WORKING CAPITAL                                    |                   |           |           |
| Increase for the year.....                         |                   | 93,403    | 30,705    |
| At beginning of year.....                          |                   | 78,478    | 47,773    |
| At end of year.....                                |                   | \$171,881 | \$ 78,478 |



GENSTAR LIMITED

STATEMENTS OF CHANGES IN FINANCIAL POSITION  
(Continued)

|  | 1978     | 1977     |
|--|----------|----------|
| CHANGES IN ELEMENTS OF WORKING CAPITAL                 |          |          |
| CURRENT ASSETS Increase (Decrease)                     |          |          |
| Accounts receivable - trade.....                       | 82,243   | 20,640   |
| - subsidiaries.....                                    | (8,286)  | 24,826   |
| Income taxes.....                                      | -        | (1,525)  |
| Inventories.....                                       | 49,122   | 32,557   |
| Advances to subsidiaries.....                          | 29,467   | 9,392    |
|  | 152,546  | 85,890   |
| CURRENT LIABILITIES Increase (Decrease)                |          |          |
| Short-term borrowings.....                             | (34,722) | 31,982   |
| Accounts payable.....                                  | 40,973   | 15,521   |
| Income taxes.....                                      | 34,168   | 4,754    |
| Advances relating to housing and land inventories..... | 10,355   | 3,715    |
| Current portion of long-term debt.....                 | 8,369    | (787)    |
|  | 59,143   | 55,185   |
| INCREASE IN WORKING CAPITAL FOR THE YEAR.....          | \$93,403 | \$30,705 |

STATEMENTS OF RETAINED EARNINGS  
For the years ended December 31, 1978 and 1977  
(thousands of Canadian dollars)

|                                   | Note<br>Reference | 1978      | 1977      |
|-----------------------------------|-------------------|-----------|-----------|
| BALANCE - BEGINNING OF YEAR.....  |                   | 97,825    | 29,206    |
| Amalgamation of subsidiaries..... | 2                 | 83,027    | 64,769    |
| Net income for the year.....      |                   | 32,030    | 22,626    |
|                                   |                   | 212,882   | 116,601   |
| Dividends - preferred shares..... |                   | 717       | 950       |
| - common shares.....              |                   | 21,236    | 17,826    |
|                                   |                   | 21,953    | 18,776    |
| BALANCE - END OF YEAR.....        |                   | \$190,929 | \$ 97,825 |

GENSTAR LIMITED

NOTES TO FINANCIAL STATEMENTS

For the years ended December 31, 1978 and 1977

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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Interest Costs

Interest costs related to land development inventories and the construction of fixed assets are charged to income as incurred. Interest costs related to specific debt used to finance long-term development land are capitalized.

Inventories

Inventories are valued at the lower of cost or net realizable value. Cost of manufactured goods is determined principally on the first-in first-out basis and includes all overhead elements except depreciation. Cost of land inventories is determined on a specific item basis and includes services such as roads, sewage and water systems on land under development.

Land inventories are those parcels which can reasonably be expected to be sold within the five-year operating cycle of the land development business.

Development Land and Mortgages

Development land is stated at cost, including property taxes and interest on specific debt, and comprises land which is not expected to be sold within the five years subsequent to the balance sheet date.

Fixed Assets

Properties, plants and equipment are carried at cost. Expenditures for additions, improvements and renewals are capitalized and expenditures for maintenance and repairs are charged to income. When assets are sold or retired, their cost and accumulated depreciation or depletion are removed from the accounts and any gain or loss resulting from their disposal is included in income.

Depreciation of plants and equipment is provided by annual charges to income on the straight-line method based on estimated useful lives ranging from 20 to 40 years for plants and from 5 to 25 years for equipment. Mobile equipment depreciation is based on time utilization after allowing for estimated salvage value. Depletion of quarries and gravel deposits is calculated on the unit of extraction method.

Investments

Portfolio securities are valued at the lower of aggregate cost or net realizable value.

Joint ventures are accounted for on the equity method with the company's share of income included in revenues.

Intangible Assets

Intangible assets arising from acquisitions include the excess of purchase price over the net book value of identifiable assets at the date of acquisition for business combinations prior to November 1, 1970 and the excess of purchase price over the fair value of identifiable net assets at the date of acquisition for business combinations subsequent to that date.

Amortization of amounts relating to acquisitions subsequent to November 1, 1970 is charged to income on the straight-line basis over forty years. Unamortized amounts are charged to income in the event of diminution in value.

Revenue Recognition

Revenues from the sale of manufactured products are recognized upon passage of title to the customer which generally coincides with their delivery and acceptance. Revenues from the sale of land are recognized in the period in which the transactions occur provided

NOTES TO FINANCIAL STATEMENTS  
(Continued)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

the earnings process is complete and collectibility of the proceeds is reasonably assured. Revenues from the sale of revenue properties are recorded net of the related cost.

2. AMALGAMATION OF SUBSIDIARIES

During 1978, the company amalgamated with several subsidiaries. These transactions resulted in the

following assets and liabilities replacing the company's investment in the subsidiaries.

(thousands of dollars)

Assets

|  |                |
|--|----------------|
| Net working capital.....                     | 106,731        |
| Development land, mortgages and properties.. | 79,894         |
| Investments.....                             | 60,465         |
| Fixed assets.....                            | 45,316         |
|  | <u>292,406</u> |

Liabilities

|   |               |
|---|---------------|
| Mortgages and debentures relating to development land and properties..... | 33,277        |
| Long-term debt.....   | 2,943         |
| Deferred revenue.....   | 7,354         |
| Deferred income taxes.....  | <u>26,934</u> |
|   | <u>70,508</u> |

Net Tangible Assets..... 221,898

Post-acquisition earnings of subsidiaries.... (83,027)

Excess of original purchase price over the net book value of assets of amalgamated subsidiaries accounted for on a purchase basis..... 5,893

Post-acquisition increase in contributed surplus of amalgamated subsidiaries..... (136)

Elimination of Investment in Subsidiaries

Amalgamated..... \$144,628



NOTES TO FINANCIAL STATEMENTS  
(Continued)

| 3. INVENTORIES                    | 1978                   | 1977            |
|-----------------------------------|------------------------|-----------------|
|                                   | (thousands of dollars) |                 |
| Finished goods.....               | 15,314                 | 9,856           |
| Raw materials and supplies.....   | 23,099                 | 9,063           |
| Land.....                         | 58,231                 | 31,309          |
| Maintenance and repair parts..... | <u>7,973</u>           | <u>5,267</u>    |
|                                   | <u>\$104,617</u>       | <u>\$55,495</u> |

Land inventories include raw land of \$45,121,000 at December 31, 1977. 1978 and \$15,632,000 at December 31, 1977.

| 4. DEVELOPMENT LAND AND MORTGAGES | 1978                   | 1977            |
|-----------------------------------|------------------------|-----------------|
|                                   | (thousands of dollars) |                 |
| Development land.....             | 41,894                 | 21,095          |
| Mortgages.....                    | <u>26,533</u>          | <u>1,037</u>    |
|                                   | <u>\$68,427</u>        | <u>\$22,132</u> |

| 5. INVESTMENTS                           | 1978                   | 1977             |
|--|------------------------|------------------|
|  | (thousands of dollars) |                  |
| Subsidiaries - shares.....               | 197,164                | 157,745          |
| - advances.....                          | <u>212,285</u>         | <u>94,175</u>    |
|  | 409,449                | 251,920          |
| Portfolio securities - at cost.....      | 2,623                  | 416              |
| Joint ventures - at equity (Note 6)..... | 6,347                  | -                |
| Advances to stock purchase plan.....     | <u>9,139</u>           | <u>7,581</u>     |
|  | <u>\$427,558</u>       | <u>\$259,917</u> |

These financial statements have been prepared for purposes other than presentation to shareholders. The accounts of subsidiaries have not been consolidated herein nor has the company's proportion of the results of operations of subsidiaries been reflected in net income for the year. Information as to the current and past operations of subsidiaries is as follows:

- (b) For the current year, dividends from subsidiaries of \$11,385,000 are recorded as income by the company.
- (c) After giving effect to the current year's amalgamation, the company's proportion of the aggregate undistributed net income of subsidiaries since their acquisition is \$57,640,000 as at December 31, 1978.
- (d) Unrealized inter-company net income, on transactions with and between subsidiaries was \$5,093,000 as at December 31, 1978.

- (a) The company's proportion of aggregate net income of subsidiaries for the current year is \$58,037,000.

NOTES TO FINANCIAL STATEMENTS  
(Continued)

6. JOINT VENTURES

During 1978, the company either formed or acquired by amalgamation several non-consolidated joint ventures which are engaged primarily

in land and housing activities.

The following is a summary of the net assets and operations of these investments:

| (thousands of dollars)                  |                  |
|---|------------------|
| Net Assets Employed                     |                  |
| Current assets                          | 94,445           |
| Current liabilities                     | <u>12,244</u>    |
| Working capital                         | 82,201           |
| Fixed assets, revenue property and land | <u>111,241</u>   |
|   | <u>\$193,442</u> |

|                     |                  |
|---------------------|------------------|
| Operations          |                  |
| Revenues            | 51,320           |
| Expenses            | <u>37,862</u>    |
| Income before taxes | <u>\$ 13,458</u> |

| (thousands of dollars)      |                  |
|-----------------------------|------------------|
| Financed By                 |                  |
| Long-term debt              | 132,503          |
| Equity and advances by:     |                  |
| Other partners              | 25,118           |
| Subsidiaries of the company | 15,869           |
| The company                 | <u>19,952</u>    |
|                             | <u>\$193,442</u> |

|                             |                  |
|-----------------------------|------------------|
| Allocation of income        |                  |
| Other partners              | 2,496            |
| Subsidiaries of the company | 5,881            |
| The company                 | <u>5,081</u>     |
|                             | <u>\$ 13,458</u> |

The company has agreed to purchase land from a partnership in sufficient quantities to enable the partnership to meet its principal and interest requirements on certain loans if the partnership is unable to do so from its own resources. These loans amount to U.S. \$90,000,000 and Canadian \$5,910,000 at 9.75%, mature in 1993 and require the following payments of principal over the next five years:

1979 - \$852,000; 1980 - \$837,000;  
1981 - \$816,000; 1982 - \$525,000;  
1983 - \$5,725,000.

In general, liabilities of joint ventures are secured by pledges of the related assets and at December 31, 1978, assets exceeded liabilities in all joint ventures.

NOTES TO FINANCIAL STATEMENTS  
(Continued)

| 7. FIXED ASSETS                   | 1978                   |  | 1977             |  |
|-----------------------------------|------------------------|--|------------------|--|
|                                   | Cost                   | Accumulated depreciation and depletion | Cost             | Accumulated depreciation and depletion |
|                                   | (thousands of dollars) |  |                  |  |
| Plant sites.....                  | 7,934                  | -                                      | 3,877            | -                                      |
| Quarries and gravel deposits..... | 8,491                  | 1,840                                  | 5,694            | 1,002                                  |
| Buildings.....                    | 64,766                 | 19,253                                 | 53,603           | 13,837                                 |
| Machinery and equipment           | 248,885                | 86,556                                 | 154,278          | 40,055                                 |
|                                   | <u>\$330,076</u>       | <u>\$107,649</u>                       | <u>\$217,452</u> | <u>\$54,894</u>                        |

Included in 1978 depreciation expense is an amount of \$9,000,000 reflecting

the reduced utility of certain assets of the chemical division.

| 8. INTANGIBLE ASSETS                             | 1978                   | 1977            |
|--|------------------------|-----------------|
|  | (thousands of dollars) |                 |
| Intangible assets arising from acquisitions..... | 33,350                 | 27,476          |
| Debt discount.....                               | <u>1,848</u>           | <u>2,206</u>    |
|  | <u>\$35,198</u>        | <u>\$29,682</u> |

Intangible assets have increased by \$5,893,000 after the amalgamation of subsidiaries. Accumulated amorti-

zation amounted to \$150,000 at December 31, 1978 and to \$130,500 at the date of amalgamation.

| 9. SHORT-TERM BORROWINGS         | 1978                   | 1977            |
|----------------------------------|------------------------|-----------------|
|                                  | (thousands of dollars) |                 |
| Bank advances.....               | 770                    | 8,321           |
| Short-term promissory notes..... | <u>43,164</u>          | <u>70,335</u>   |
|                                  | <u>\$43,934</u>        | <u>\$78,656</u> |

Unsecured bank lines of credit amounted to \$163,550,000 at December 31, 1978, including \$75,000,000 maintained for the

issue of short-term promissory notes authorized in the same amount.



NOTES TO FINANCIAL STATEMENTS  
(Continued)

10. LONG-TERM DEBT

1978

1977

|  | Current<br>Portion     | Total     | Current<br>Portion | Total     |
|--|------------------------|-----------|--------------------|-----------|
|  | (thousands of dollars) |           |                    |           |
| First mortgage sinking fund bonds<br>5-7/8% to 8% due to 1988..... | 515                    | 11,533    | 270                | 11,812    |
| Debentures -   |                        |           |                    |           |
| 10% due to 1981 (U.S.<br>\$25,000,000).....                        | 1,200                  | 30,000    | 1,100              | 27,500    |
| 10¼% due in 1980.....  | -                      | 20,000    | -                  | 20,000    |
| 11-3/4% due to 1995.....   | 1,500                  | 25,452    | 1,452              | 26,952    |
| 11¼% due to 1996.....  | 2,500                  | 50,000    | 2,500              | 50,000    |
| 6½% convertible due in 1988<br>(U.S. \$14,400,000).....            | -                      | 17,280    | -                  | -         |
| Term bank loans at prime rate plus<br>3/4% due in 1980.....        | -                      | 30,000    | -                  | 30,000    |
| 6½% to 9½% mortgages on land due<br>to 1989.....                   | 9,403                  | 18,807    | 1,657              | 4,912     |
| 11¼% note to a subsidiary company<br>due to 1993.....              | -                      | 83,000    | -                  | 66,200    |
| Non-interest bearing to 10¼% due<br>to 1990.....                   | 987                    | 5,134     | 757                | 4,295     |
|  | 16,105                 | 291,206   | 7,736              | 241,671   |
| Current portion.....   |                        | 16,105    |                    | 7,736     |
|  | \$16,105               | \$275,101 | \$7,736            | \$233,935 |

A portion of the properties, plants and equipment of the company and its subsidiaries is pledged as security for the first mortgage bonds. Debentures are secured by a floating charge on the assets of the company. Trust indentures pertaining to the first mortgage bonds and debentures contain restrictive covenants covering the issuance of additional debt and the payment of dividends.

Until the due date of a term bank loan in 1980, the company may repay all or any part without penalty and redraw up to a maximum amount of \$50,000,000. At December 31, 1978, \$30,000,000 of short-term borrowings have been classified as a term bank loan.

The following payments are required in the next five years to meet long-term debt instalments and sinking fund provisions:

|      |   |              |
|------|---|--------------|
| 1979 | - | \$16,105,000 |
| 1980 | - | \$59,111,000 |
| 1981 | - | \$34,420,000 |
| 1982 | - | \$ 6,003,000 |
| 1983 | - | \$ 9,764,000 |

NOTES TO FINANCIAL STATEMENTS  
(Continued)

11. CAPITAL STOCK AND CONTRIBUTED SURPLUS

Authorized -

5,000,000 preferred shares - without nominal or par value issuable in series of which 457,978 are designated as Series A \$1.10 cumulative convertible, 1,205,970 are designated as Series B \$1.20 non-cumulative convertible and 1,726,476 are designated as Series D \$1.50 cumulative convertible, all of which carry voting rights and are redeemable from \$20 to \$24 each subject to various conditions.

20,000,000 second preferred shares - without nominal or par value issuable in series of which 1,000,000 are designated as Series A cumulative non-voting and non-convertible at the stated value of U.S. \$100 each.

Common shares - an unlimited number without nominal or par value.

Issued and fully paid -

|                                    | 1978        |           | 1977   |           |
|------------------------------------|-------------|-----------|--------|-----------|
|                                    | Shares      | Amount    | Shares | Amount    |
|                                    | (thousands) |           |        |           |
| Preferred shares - Series A.....   | 7           | 143       | 8      | 157       |
| - Series B.....                    | 294         | 5,884     | 271    | 5,416     |
| - Series C.....                    | -           | -         | 43     | 863       |
| - Series D.....                    | 213         | 4,264     | 334    | 6,686     |
| Second preferred shares -          |             |           |        |           |
| Series A (U.S. \$100,000,000)..... | 1,000       | 120,000   | -      | -         |
|                                    | 1,514       | 130,291   | 656    | 13,122    |
| Common shares.....                 | 13,416      | 183,370   | 12,877 | 172,571   |
| Contributed surplus.....           |             | 7,194     |        | 6,812     |
|                                    | 13,416      | \$190,564 | 12,877 | \$179,383 |

In accordance with the terms of issue on December 31, 1978, all issued and outstanding Series C preferred shares were converted to Series B preferred shares.

The Series A second preferred shares bear cumulative variable-rate dividends based primarily on the London Inter-Bank Offering Rate. As at December 31, 1978, the dividend rate was 6.53 per cent.

These shares are redeemable at U.S. \$103 and U.S. \$102 during the years ended October 31, 1980 and 1981 respectively and at the option of the holder the company will repurchase, at par, a maximum of 330,000 shares on each of November 1, 1936 and 1937 and any balance outstanding on November 1, 1988.

Common shares are shown after deducting 806,151 shares at their issue price of \$15 per share, which were received as a result of previous shareholdings in companies acquired.

NOTES TO FINANCIAL STATEMENTS  
(Continued)

11. CAPITAL STOCK AND CONTRIBUTED SURPLUS (Continued)

The details of shares issued and fully paid are as follows:

|  | 1978        | 1977   |
|--|-------------|--------|
|  | (thousands) |        |
| Preferred  |             |        |
| Beginning of year.....   | 656         | 1,338  |
| Issued at \$22.50 in exchange for shares of a subsidiary...                                      | 98          | 58     |
|  | 754         | 1,396  |
| Converted at \$20.00 to common shares.....   | (240)       | (740)  |
| End of year.....   | 514         | 656    |
| Second Preferred   |             |        |
| Issued in the year at U.S. \$100.00.....   | 1,000       | -      |
| Common   |             |        |
| Beginning of year.....   | 12,877      | 11,885 |
| Issued in the year -   |             |        |
| At \$25.00 in exchange for shares of a subsidiary.....   | -           | 60     |
| At \$20.00 on the conversion of preferred shares.....  | 240         | 740    |
| At \$7.90 to \$34.60 under the purchase plan and on the<br>exercise of options and warrants..... | 299         | 192    |
| End of year.....   | 13,416      | 12,877 |

Contributed Surplus

|  |   |
|--|---|
| Contributed surplus increased by<br>\$246,000 during the year pursuant<br>to the issue of Series D preferred | shares at a premium of \$2.50 per share<br>and by \$136,000 on the amalgamation<br>of subsidiaries. |
|--|---|

The following shares are reserved for issuance:

Preferred  
157,050 Series D pursuant to the  
conversion of options and warrants  
granted by an amalgamated subsidiary.

|  | 1978                  | 1977  |
|--|-----------------------|-------|
|  | (thousands of shares) |       |
| At \$20.00 for the conversion of preferred shares..... | 671                   | 1,031 |
| At \$9.78 to \$31.50 for the exercise of options.....  | 48                    | 256   |
| At U.S. \$32.00 for the conversion of debentures.....  | 450                   | -     |
|  | 1,169                 | 1,287 |



NOTES TO FINANCIAL STATEMENTS  
(Continued)

11. CAPITAL STOCK AND CONTRIBUTED SURPLUS (Continued)

Stock Option Plan

Options have been granted whereby common shares may be purchased by employees at a price equal to 90

per cent of market on the granting date. The details of outstanding options are as follows:

| 1978                    |        |              |                    |
|-------------------------|--------|--------------|--------------------|
| Options held by         |        |              |                    |
| Directors<br>& Officers | Others | Option Price |                    |
| (thousands)             |        |              |                    |
| Beginning of year.....  | 24     | 7            | \$ 9.78 to \$23.97 |
| Granted.....            | 16     | 3            | \$24.60 to \$31.50 |
| Exercised.....          | -      | (2)          | \$13.05 to \$16.54 |
| End of year.....        | 40     | 8            | \$ 9.78 to \$31.50 |

| 1977                    |        |              |                    |
|-------------------------|--------|--------------|--------------------|
| Options held by         |        |              |                    |
| Directors<br>& Officers | Others | Option Price |                    |
| (thousands)             |        |              |                    |
| Beginning of year.....  | 18     | 14           | \$ 7.90 to \$16.54 |
| Granted.....            | 6      | 1            | \$23.97            |
| Exercised.....          | -      | (8)          | \$ 7.90 to \$16.54 |
| End of year.....        | 24     | 7            | \$ 9.78 to \$23.97 |

Stock Purchase Plan

Under the terms of the stock purchase plan trustees have purchased, at a price equal to approximately 99 per cent of market and hold 300,750 common shares for the benefit of employees who are directors or officers and 139,450 common

shares for the benefit of other employees. The participants pay for the common shares over a period of seven years together with interest calculated at 5 per cent per annum. The shares are held as security by the trustees until full payment has been received.

NOTES TO FINANCIAL STATEMENTS  
(Continued)

12. FORMATION OF PARTNERSHIP

During 1978, the company invested in Alberta Land Development Company, a land development partnership, by contributing land inventory and long-term development land with a book value of \$21,933,000 and accounts receivable of \$30,000,000

in return for a partnership interest of \$114,100,000 which was reduced by a subsequent cash withdrawal of \$114,075,000. The resultant deferred revenue of \$62,167,000 is recognized as income by the company as the partnership land is sold to third parties.

This investment resulted in the following changes in financial position:  
(thousands of dollars)

|   |                 |
|---|-----------------|
| Source of Funds   |                 |
| Development land contributed to partnership.....          | \$ 7,981        |
| Deferred revenue resulting from contribution of land..... | 62,167          |
|   | <u>70,148</u>   |
| Application of Funds                                      |                 |
| Investment in partnership.....                            | <u>25</u>       |
| Increase in working capital.....                          | <u>\$70,123</u> |

13. ADDITIONAL INFORMATION

**Prices and Income Controls**  
The Canadian operations of the company were subject to the Anti-Inflation Act (Canada) and its regulations under which selling prices, margins, dividends and compensation were restrained until December 31, 1978. The company has complied with the controls.

**Retirement Plans**  
Retirement plans exist under which employees are eligible to participate after varying years of employment and are eligible for benefits at age 65. Contributions to plans for salaried and hourly employees charged to income were \$1,100,000 in 1978 and \$1,650,000 in 1977, including prior service costs. An unfunded liability of approximately \$2,575,000 at December 31, 1978 is being funded and charged to income over periods up to fifteen years.

**Restatement of Comparative Figures**  
Certain 1977 amounts have been

restated to conform with 1978 presentation.

**Commitments and Contingent Liabilities**  
Outstanding commitments relating to the construction of plants and the purchase of equipment amount to approximately \$18,000,000 at December 31, 1978.

The company has guaranteed substantially all of the authorized bank lines of credit of its subsidiaries amounting to \$204,250,000, of which approximately \$145,800,000 were utilized at December 31, 1978.

**Litigation**  
In 1978 Genstar acquired, through open market purchases by a fully-owned subsidiary, more than 21.5 per cent of the outstanding Common Shares of The Flintkote Company. In October 1978 The Flintkote Company commenced an action claiming that these purchases violated the U.S. anti-trust and securities laws and seeking, among other remedies, to force Genstar to sell the shares. The

NOTES TO FINANCIAL STATEMENTS  
(Continued)

13. ADDITIONAL INFORMATION (Continued)

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Federal Trade Commission is also investigating the acquisition of the Flintkote shares. Management believes that the allegations are without foundation and has commenced to defend its position and move toward adjudication of these claims at the first possible opportunity.



# **CONSOLIDATED STATEMENTS OF INCOME**

For the years ended December 31, 1978 and 1977  
(thousands of Canadian dollars)

|  | NOTE<br>REFERENCE | 1978             | 1977             |
|--|-------------------|------------------|------------------|
|  | 15                |                  | (restated)       |
| <b>Revenues</b> .....                          |                   | <b>1,143,042</b> | <b>981,078</b>   |
| <br><b>Costs and Expenses</b>                  |                   |                  |                  |
| Cost of sales and services .....               |                   | <b>778,054</b>   | 677,934          |
| Selling, general and administrative .....      |                   | <b>116,267</b>   | 98,193           |
| Depreciation, depletion and amortization ..... | 6                 | <b>50,181</b>    | 34,691           |
| Interest on long-term debt .....               |                   | <b>26,036</b>    | 30,711           |
| Other interest .....                           |                   | <b>23,896</b>    | 18,519           |
|  |                   | <b>994,434</b>   | 860,048          |
| <br><b>Income Before Income Taxes</b> .....    |                   | <b>148,608</b>   | 121,030          |
| Provision for income taxes .....               | 13                |                  |                  |
| Current .....                                  |                   | <b>40,300</b>    | 45,700           |
| Deferred .....                                 |                   | <b>26,700</b>    | 10,900           |
|  |                   | <b>67,000</b>    | 56,600           |
| <br><b>Net Income for the Year</b> .....       |                   | <b>\$ 81,608</b> | <b>\$ 64,430</b> |
| <br><b>Net Income per Common Share</b>         | 14                |                  |                  |
| <br><b>Canadian Method</b>                     |                   |                  |                  |
| Basic .....                                    |                   | <b>\$ 6.03</b>   | \$ 5.06          |
| Fully diluted .....                            |                   | <b>5.74</b>      | 4.65             |
| <br><b>United States Method</b>                |                   |                  |                  |
| Primary .....                                  |                   | <b>6.01</b>      | 5.01             |
| Fully diluted .....                            |                   | <b>5.89</b>      | 4.73             |

## CONSOLIDATED BALANCE SHEETS

As at December 31, 1978 and 1977  
(thousands of Canadian dollars)

|  | NOTE<br>REFERENCE | 1978        | 1977        |
|--|-------------------|-------------|-------------|
| <b>Assets</b>                          |                   |             |             |
| <b>Current Assets</b>                  |                   |             |             |
| Cash and term deposits ....            |                   | 12,863      | 14,215      |
| Accounts receivable                    |                   | 278,075     | 238,316     |
| Net assets held for sale               | 1                 | 22,277      | —           |
| Inventories                            | 2                 | 462,372     | 330,144     |
|  |                   | 775,587     | 582,675     |
| <b>Development Land and Properties</b> |                   |             |             |
|  | 3                 | 110,014     | 165,018     |
| <b>Investments</b>                     |                   |             |             |
|  | 4                 | 187,817     | 47,527      |
| <b>Fixed Assets</b>                    |                   |             |             |
|  | 6                 |             |             |
| Properties, plants and equipment       |                   | 626,429     | 671,762     |
| Accumulated depreciation and depletion |                   | 243,397     | 254,416     |
|  |                   | 383,032     | 417,346     |
| <b>Intangible Assets</b>               |                   |             |             |
|  | 7                 | 36,250      | 36,654      |
|  |                   | \$1,492,700 | \$1,249,220 |

On behalf of the Board

Director *Angus A. MacNaughton*

Director *[Signature]*

|   | NOTE<br>REFERENCE | 1978        | 1977        |
|---|-------------------|-------------|-------------|
| <b>Liabilities</b>                                      |                   |             |             |
| <b>Current Liabilities</b>                              |                   |             |             |
| Short-term borrowings .....                             | 8                 | 169,738     | 153,087     |
| Accounts payable .....                                  |                   | 171,037     | 153,807     |
| Income taxes .....                                      | 13                | 36,432      | 31,191      |
| Advances relating to housing and land inventories ..... | 9                 | 103,818     | 91,184      |
| Current portion of debt .....                           | 10                | 25,976      | 44,898      |
|   |                   | 507,001     | 474,167     |
| <b>Mortgages and Debentures Relating to Development</b> |                   |             |             |
| Land and Properties .....                               | 10                | 18,436      | 74,174      |
| <b>Long-Term Debt</b> .....                             |                   |             |             |
|   | 10                | 218,109     | 244,043     |
| <b>Deferred Revenue</b> .....                           |                   |             |             |
|   | 12                | 77,756      | —           |
| <b>Deferred Income Taxes</b> .....                      |                   |             |             |
|   | 13                | 115,300     | 88,607      |
|   |                   | 936,602     | 880,991     |
| <b>Shareholders' Equity</b>                             |                   |             |             |
| Preferred Shares .....                                  | 11                | 130,291     | 13,122      |
| Common Shares and Contributed Surplus .....             | 11                | 180,196     | 169,151     |
| Retained Earnings .....                                 |                   | 245,611     | 185,956     |
|   |                   | 556,098     | 368,229     |
|   |                   | \$1,492,700 | \$1,249,220 |



# CONSOLIDATED STATEMENTS OF CHANGES IN FINANCIAL POSITION

For the years ended December 31, 1978 and 1977  
(thousands of Canadian dollars)

|  | NOTE<br>REFERENCE | 1978              | 1977       |
|--|-------------------|-------------------|------------|
| <b>Source of Funds</b>                               |                   |                   |            |
| <b>Net income for the year</b>                       |                   | <b>81,608</b>     | 64,430     |
| <b>Items not affecting funds</b>                     |                   |                   |            |
| Depreciation, depletion and amortization .....       | 6                 | <b>50,181</b>     | 34,691     |
| Gain on sales of revenue properties and fixed assets |                   | <b>(10,279)</b>   | (1,687)    |
| Deferred income taxes .....                          | 13                | <b>26,700</b>     | 10,900     |
| Gain on sales of investments                         |                   | <b>(24,849)</b>   | (3,291)    |
| Deferred revenue                                     |                   | <b>(12,223)</b>   | —          |
| Other  |                   | <b>5,056</b>      | 3,552      |
| <b>Funds from operations</b>                         |                   | <b>116,194</b>    | 108,595    |
| <b>Formation of partnership</b> .....                | 12                | <b>97,713</b>     | —          |
| <b>Sale or reduction of</b>                          |                   |                   |            |
| Investments  |                   | <b>30,098</b>     | 17,066     |
| Fixed assets   |                   | <b>44,798</b>     | 4,605      |
| Development land and properties                      |                   | <b>76,641</b>     | 42,889     |
| <b>Issue of</b>                                      |                   |                   |            |
| Mortgages, debentures and long-term debt             |                   | <b>77,291</b>     | 40,629     |
| Capital stock .....                                  |                   | <b>128,214</b>    | 6,968      |
|  |                   | <b>570,949</b>    | 220,752    |
| <b>Application of Funds</b>                          |                   |                   |            |
| <b>Purchase of</b>                                   |                   |                   |            |
| Investments  |                   | <b>136,448</b>    | 21,357     |
| Fixed assets   |                   | <b>52,832</b>     | 107,109    |
| Development land and properties                      |                   | <b>43,612</b>     | 27,766     |
| <b>Payment or reduction of</b>                       |                   |                   |            |
| Mortgages, debentures and long-term debt             |                   | <b>156,026</b>    | 47,369     |
| Dividends  |                   | <b>21,953</b>     | 18,776     |
| <b>Acquisition of subsidiary</b>                     |                   | —                 | 4,538      |
|  |                   | <b>410,871</b>    | 226,915    |
| <b>Working Capital</b>                               |                   |                   |            |
| Increase (Decrease) for the year                     |                   | <b>160,078</b>    | (6,163)    |
| At beginning of year .....                           |                   | <b>108,508</b>    | 114,671    |
| At end of year                                       |                   | <b>\$ 268,586</b> | \$ 108,508 |

# **CONSOLIDATED STATEMENTS OF CHANGES IN FINANCIAL POSITION**

(Continued)

|  | 1978              | 1977              |
|--|-------------------|-------------------|
| <b>Changes in Elements of Working Capital</b>              |                   |                   |
| <b>Current assets Increase (Decrease)</b>                  |                   |                   |
| Cash and term deposits .....                               | (1,352)           | 1,204             |
| Accounts receivable .....                                  | 39,759            | 49,460            |
| Net assets held for sale .....                             | 22,277            | —                 |
| Inventories .....  | 132,228           | 18,491            |
| Revenue properties .....                                   | —                 | (100,507)         |
|  | <b>192,912</b>    | <b>(31,352)</b>   |
| <b>Current liabilities Increase (Decrease)</b>             |                   |                   |
| Short-term borrowings .....                                | 16,651            | 14,938            |
| Accounts payable .....                                     | 17,230            | 18,244            |
| Income taxes .....   | 5,241             | (4,141)           |
| Advances relating to housing and land inventories .....    | 12,634            | 5,274             |
| Mortgages relating to revenue properties .....             | —                 | (77,897)          |
| Current portion of debt .....                              | (18,922)          | 18,393            |
|  | <b>32,834</b>     | <b>(25,189)</b>   |
| <b>Increase (Decrease) in Working Capital for the Year</b> | <b>\$ 160,078</b> | <b>\$ (6,163)</b> |

## **CONSOLIDATED STATEMENTS OF RETAINED EARNINGS**

For the years ended December 31, 1978 and 1977  
(thousands of Canadian dollars)

|   | 1978              | 1977              |
|---|-------------------|-------------------|
| <b>Balance — beginning of year</b> .....  | <b>185,956</b>    | <b>140,302</b>    |
| <b>Net income for the year</b> .....      | <b>81,608</b>     | <b>64,430</b>     |
|   | <b>267,564</b>    | <b>204,732</b>    |
| <b>Dividends — preferred shares</b> ..... | <b>717</b>        | <b>950</b>        |
| — common shares .....                     | <b>21,236</b>     | <b>17,826</b>     |
|   | <b>21,953</b>     | <b>18,776</b>     |
| <b>Balance — end of year</b> .....        | <b>\$ 245,611</b> | <b>\$ 185,956</b> |

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

For the years ended December 31, 1978 and 1977

The following accounting policies conform with those prescribed as generally accepted in both Canada and the United States.

### Consolidation

Subsidiaries are consolidated either from the date of acquisition on the basis of purchase accounting or retroactively on the basis of pooling of interests accounting. Financial services subsidiaries are accounted for on the equity method.

Investments in companies in which ownership is significant and investments in joint ventures are accounted for on the equity method with the company's share of income included in revenues.

### Foreign Exchange

Accounts in foreign currencies are translated into Canadian dollars. Monetary assets and liabilities, including long-term debt, are translated at the current rate, non-monetary assets and liabilities, including inventories, at historical rates, and the resulting exchange gains or losses are included in income.

### Interest Costs

Interest costs related to housing and land development inventories and the construction of fixed assets are charged to income as incurred. Interest costs related to specific debt used to finance long-term development land are capitalized.

### Inventories

Inventories are valued at the lower of cost or net realizable value. Cost of manufactured goods is determined principally on the first-in first-out basis and includes all overhead elements except depreciation. Cost of land and housing inventories is determined on a specific item basis and includes services such as roads, sewage and water systems on land under development.

Land inventories are those parcels which can be reasonably expected to be sold within the five-year operating cycle of the land development business.

### Development Land and Properties

Development land is stated at cost, including property taxes and interest on specific debt, and comprises land which is not expected to be sold within the five years subsequent to the balance sheet date.

### Fixed Assets

Properties, plants and equipment are carried at cost. Expenditures for additions, improve-

ments and renewals are capitalized and expenditures for maintenance and repairs are charged to income. When assets are sold or retired, their cost and accumulated depreciation or depletion are removed from the accounts and any gain or loss resulting from their disposal is included in income.

Depreciation of plants and equipment is provided by annual charges to income on the straight-line method based on estimated useful lives ranging from 20 to 40 years for plants and from 5 to 25 years for equipment. Mobile equipment depreciation is based on time utilization after allowing for estimated salvage value. Depletion of quarries and gravel deposits is calculated on the unit of extraction method.

### Investments

Portfolio securities are valued at the lower of aggregate cost or net realizable value.

### Intangible Assets

Intangible assets arising from acquisitions include the excess of purchase price over the net book value of identifiable assets at the date of acquisition for business combinations prior to November 1, 1970 and the excess of purchase price over the fair value of identifiable net assets at the date of acquisition for business combinations subsequent to that date.

Amortization of amounts relating to acquisitions subsequent to November 1, 1970 is charged to income on the straight-line basis over forty years. Unamortized amounts are charged to income in the event of diminution in value.

### Revenue Recognition

Revenues from the sale of manufactured products and housing units are recognized upon passage of title to the customer which generally coincides with their delivery and acceptance. Revenues from the sale of land are recognized in the period in which the transactions occur provided the earnings process is complete and collectibility of the proceeds is reasonably assured. Revenues from the sale of revenue properties are recorded net of the related cost.

Revenues from construction and shipbuilding contracts are recognized on the percentage of completion method and any losses are provided for as they become known. Claims for additional contract compensation are not recognized until resolved.



## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the years ended December 31, 1978 and 1977

### 1. Net Assets held for Sale

A contract was signed in 1978 for the sale of the company's cement and building materials assets in Eastern Canada, subject to certain legal and operating conditions. At the date of this report, the sale had not been completed but is expected to close in the first half of

1979. Under the terms of the contract, the purchaser will buy fixed assets of these operations for a consideration of \$32,558,000 and will assume related long-term debt of \$10,281,000, the net amount of which has been classified as net assets held for sale.

### 2. Inventories

|                              | 1978                   | 1977             |
|------------------------------|------------------------|------------------|
|                              | (thousands of dollars) |                  |
| Finished goods               | 39,714                 | 25,286           |
| Work in process              | 107,982                | 101,322          |
| Raw materials and supplies   | 29,384                 | 32,525           |
| Land                         | 274,219                | 157,654          |
| Maintenance and repair parts | 11,073                 | 13,357           |
|                              | <b>\$462,372</b>       | <b>\$330,144</b> |

Land inventories include raw land of \$189,796,000 at December 31, 1978 and \$71,619,000 at December 31, 1977.

### 3. Development Land and Properties

|                                | 1978                   | 1977             |
|--------------------------------|------------------------|------------------|
|                                | (thousands of dollars) |                  |
| Development land               | 76,219                 | 94,484           |
| Mortgages and loans receivable | 33,795                 | 34,145           |
| Revenue properties             | —                      | 36,389           |
|                                | <b>\$110,014</b>       | <b>\$165,018</b> |

### 4. Investments

|   | 1978                   | 1977             |
|---|------------------------|------------------|
|   | (thousands of dollars) |                  |
| Portfolio securities — at cost  | 50,087                 | 21,521           |
| Non-consolidated financial services subsidiaries — at equity (Note 5) | 21,250                 | —                |
| Joint ventures — at equity (Note 5)                                   | 45,406                 | 18,425           |
| Investment in The Flintkote Company — at equity (Note 15)             | 61,935                 | —                |
| Advances to stock purchase plan                                       | 9,139                  | 7,581            |
|   | <b>\$187,817</b>       | <b>\$ 47,527</b> |

Portfolio securities include marketable shares of \$33,040,000 at December 31, 1978 and \$11,260,000 at December 31, 1977 with market values of \$48,000,000 and \$15,000,000 respectively.

Included in investments is approximately \$13,000,000, relating primarily to the excess of the cost of financial services subsidiaries over the fair value of identifiable assets at acquisition, which is being charged to income on a straight-line basis over forty years.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

### 5. Joint Ventures and Non-Consolidated Subsidiaries

The company has several non-consolidated financial services subsidiaries and is a partner in a number of incorporated and unincorporated joint ventures which are

engaged primarily in land and housing, construction and financial services activities. The following is a summary of the net assets and operations of these investments.

|  | Financial<br>Services<br>Subsidiaries | Joint Ventures   |                  |
|--|---------------------------------------|------------------|------------------|
|  | 1978                                  | 1978             | 1977             |
|  | (thousands of dollars)                |                  |                  |
| <i>Net assets employed</i>                       |                                       |                  |                  |
| Current assets                                   | 18,341                                | 305,149          | 138,091          |
| Current liabilities                              | 21,173                                | 198,221          | 101,988          |
| Working capital                                  | (2,832)                               | 106,928          | 36,103           |
| Fixed assets, revenue properties, land and other | 22,838                                | 166,533          | 121,339          |
|  | <b>\$ 20,006</b>                      | <b>\$273,461</b> | <b>\$157,442</b> |
| <i>Financed by</i>                               |                                       |                  |                  |
| Long-term debt and other                         | 10,521                                | 161,262          | 85,567           |
| Equity and advances by other partners            | —                                     | 44,531           | 31,368           |
| Equity and advances by the company               | 9,485                                 | 67,668           | 40,507           |
|  | <b>\$ 20,006</b>                      | <b>\$273,461</b> | <b>\$157,442</b> |
| <i>Operations</i>                                |                                       |                  |                  |
| Revenues   | 1,716                                 | 209,792          | 190,264          |
| Expenses   | 1,606                                 | 168,312          | 166,493          |
| Income before taxes                              | <b>\$ 110</b>                         | <b>\$ 41,480</b> | <b>\$ 23,771</b> |
| <i>Allocation of income</i>                      |                                       |                  |                  |
| Other partners                                   | —                                     | 18,149           | 14,221           |
| Company  | 110                                   | 23,331           | 9,550            |
|  | <b>\$ 110</b>                         | <b>\$ 41,480</b> | <b>\$ 23,771</b> |

The summary of net assets and operations for 1978 excludes several marine and revenue property joint ventures which have been sold. Included in the 1977 summary are net assets employed of \$82,481,000, long-term debt of \$62,335,000 and the company's share of income before taxes of \$3,231,000 related to these ventures.

As a general partner in certain unincorporated ventures the company is contingently liable for the other partners' share of liabilities of \$43,000,000 and as a limited partner in other ventures is guarantor of partnership liabilities of \$50,000,000.

In addition, the company has agreed to purchase land from a partnership in sufficient quantities to enable the partnership to meet its principal and interest requirements on certain loans if the partnership is unable to do so from its own resources. These 9.75 per cent loans amount to U.S. \$90,000,000 and Canadian \$5,910,000, mature in 1993 and require the following payments of principal over the next five years: 1979 — \$852,000; 1980 — \$837,000; 1981 — \$816,000; 1982 — \$525,000; 1983 — \$5,725,000.

In general, liabilities of joint ventures are secured by pledges of the related assets and at December 31, 1978, assets exceeded liabilities in all joint ventures.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

### 6. Fixed Assets

|                                    | 1978                   |  | 1977             |  |
|------------------------------------|------------------------|--|------------------|--|
|                                    | Cost                   | Accumulated<br>Depreciation<br>and Depletion | Cost             | Accumulated<br>Depreciation<br>and Depletion |
|                                    | (thousands of dollars) |  |                  |  |
| Plant sites .....                  | 16,176                 | —  | 16,918           | —  |
| Quarries and gravel deposits ..... | 15,261                 | 3,286  | 26,190           | 3,703  |
| Buildings .....                    | 93,669                 | 43,637                                       | 109,207          | 35,431                                       |
| Machinery and equipment .....      | 501,323                | 196,474                                      | 519,447          | 215,282                                      |
|                                    | <b>\$626,429</b>       | <b>\$243,397</b>                             | <b>\$671,762</b> | <b>\$254,416</b>                             |

Included in 1978 depreciation expense is an amount of \$13,000,000 reflecting the reduced

utility of certain assets in the chemical and marine divisions.

### 7. Intangible Assets

|   | 1978                   | 1977             |
|---|------------------------|------------------|
|   | (thousands of dollars) |                  |
| Intangible assets arising from acquisitions ..... | 34,386                 | 34,474           |
| Debt discount .....                               | 1,864                  | 2,180            |
|   | <b>\$ 36,250</b>       | <b>\$ 36,654</b> |

Intangible assets arising from acquisitions subsequent to November 1, 1970 amounted to \$2,672,000. Accumulated amortization thereon

amounted to \$534,000 at December 31, 1978 and to \$446,000 at December 31, 1977.

### 8. Short-Term Borrowings

|                                   | 1978                   | 1977             |
|-----------------------------------|------------------------|------------------|
|                                   | (thousands of dollars) |                  |
| Bank advances .....               | 126,574                | 82,752           |
| Short-term promissory notes ..... | 43,164                 | 70,335           |
|                                   | <b>\$169,738</b>       | <b>\$153,087</b> |

Bank lines of credit at December 31, 1978 amounted to \$367,800,000, including \$75,000,000 maintained for the issue of short-term promissory notes authorized in the same amount. Commitment fees on the bank lines are not material. Average short-term bor-

rowings outstanding amounted to \$176,000,000 during 1978 and \$176,700,000 during 1977 and the maximum outstanding at any month-end was \$227,500,000 in 1978 and \$207,700,000 in 1977. Short-term borrowings bear interest at rates which approximate prime lending rates.

### 9. Advances Relating to Housing and Land Inventories

Included in advances relating to housing and land inventories is \$41,797,000 at December 31, 1978 and \$41,467,000 at December 31, 1977 representing the outstanding balances of the purchase price of development lands which are payable over periods up to five years.

The remaining advances of \$62,021,000 at December 31, 1978 and \$49,717,000 at December 31, 1977 represent financing on residential houses included in work in process and finished goods inventories, which will be assumed by the purchasers of the houses upon their completion and sale.



# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

## 10. Mortgages, Debentures and Long-Term Debt

1978

1977

|  | Current<br>Portion     | Total     | Current<br>Portion | Total     |
|--|------------------------|-----------|--------------------|-----------|
|  | (thousands of dollars) |           |                    |           |
| <i>Mortgages and debentures relating to<br/>development land and properties</i>                      |                        |           |                    |           |
| Mortgages  |                        |           |                    |           |
| 7½ % to 9½ % due to 2008 on<br>revenue properties .....  | —                      | —         | 280                | 26,147    |
| 6½ % to 9½ % due to 1989 on<br>development land  | 2,753                  | 21,189    | 14,253             | 46,377    |
| Debentures   |                        |           |                    |           |
| 9% called in 1979  | 7,036                  | 7,036     | 300                | 9,392     |
| 7¾ % convertible subordinated<br>redeemed or converted in 1978                                       | —                      | —         | —                  | 7,091     |
|  | 9,789                  | 28,225    | 14,833             | 89,007    |
| Current portion ..   | —                      | 9,789     | —                  | 14,833    |
|  | \$ 9,789               | \$ 18,436 | \$ 14,833          | \$ 74,174 |
| <i>Long-term debt</i>  |                        |           |                    |           |
| First mortgage sinking fund bonds  |                        |           |                    |           |
| 5⅞ % to 8% due to 1992 ..  | 1,550                  | 15,906    | 2,244              | 31,674    |
| Debentures   |                        |           |                    |           |
| 10% due to 1981 (U.S. \$25,000,000)  | 1,200                  | 30,000    | 1,100              | 27,500    |
| 10¼ % due in 1980 .....  | —                      | 20,000    | —                  | 20,000    |
| 11¾ % due to 1995  | 1,500                  | 25,452    | 1,452              | 26,952    |
| 11¼ % due to 1996 ..   | 2,500                  | 50,000    | 2,500              | 50,000    |
| 6½ % convertible due in 1988<br>(U.S. \$14,400,000) ..   | —                      | 17,280    | —                  | —         |
| Term bank loans at prime rates plus ¾ %<br>to 1¼ % due to 1992 (including<br>U.S. \$5,800,000) ..... | 7,069                  | 63,762    | 14,012             | 97,206    |
| Non-interest bearing to 14% notes and<br>mortgages due to 1993 ..                                    | 2,368                  | 11,896    | 8,757              | 20,776    |
|  | 16,187                 | 234,296   | 30,065             | 274,108   |
| Current portion  | —                      | 16,187    | —                  | 30,065    |
|  | \$ 16,187              | \$218,109 | \$ 30,065          | \$244,043 |
| Total current portion  | \$ 25,976              |           | \$ 44,898          |           |

A portion of the properties, plants and equipment is pledged as security for the first mortgage bonds and a term bank loan of \$6,500,000. Debentures are secured by a floating charge on the assets of the company.

Trust indentures pertaining to the first mortgage bonds and debentures contain restric-

tive covenants covering the issuance of additional long-term debt and the payment of dividends.

Included in term bank loans is \$50,000,000 due in 1980. Under the terms of this loan, the company may repay all or any part without penalty and redraw up to the maximum

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

amount. At December 31, 1978, \$50,000,000 of short-term borrowings have been classified as term bank loans.

The following payments are required in the next five years to meet long-term debt instalment, sinking fund and purchase

fund provisions:

|            | Mortgages<br>and<br>Debentures | Long-term<br>Debt |
|------------|--------------------------------|-------------------|
|            | (thousands of dollars)         |                   |
| 1979 ..... | \$ 9,789                       | \$16,187          |
| 1980 ..... | 1,822                          | 80,156            |
| 1981 ..... | 1,698                          | 34,944            |
| 1982 ..... | 8,164                          | 6,757             |
| 1983 ..... | 4,723                          | 6,601             |

## 11. Capital Stock and Contributed Surplus

### Authorized

5,000,000 preferred shares — without nominal or par value issuable in series of which 457,978 are designated as Series A \$1.10 cumulative convertible, 1,205,970 are designated as Series B \$1.20 non-cumulative convertible and 1,726,476 are designated as Series D \$1.50 cumulative convertible, all of which carry voting rights and are redeemable from \$20 to \$24 each subject to various conditions.

20,000,000 second preferred shares — without nominal or par value issuable in series of which 1,000,000 are designated as Series A cumulative non-voting and non-convertible of the stated value of U.S. \$100 each.

Common shares — an unlimited number without nominal or par value.

### Issued and Fully Paid

Preferred shares — Series A  
— Series B .....  
— Series C  
— Series D .

Second preferred shares —  
Series A (U.S. \$100,000,000)

Common shares  
Contributed surplus

| 1978        |           | 1977   |           |
|-------------|-----------|--------|-----------|
| Shares      | Amount    | Shares | Amount    |
| (thousands) |           |        |           |
| 7           | 143       | 8      | 157       |
| 294         | 5,884     | 271    | 5,416     |
| —           | —         | 43     | 863       |
| 213         | 4,264     | 334    | 6,686     |
| 1,000       | 120,000   | —      | —         |
| 1,514       | \$130,291 | 656    | \$ 13,122 |
| 13,416      | 172,027   | 12,877 | 161,228   |
|             | 8,169     |        | 7,923     |
| 13,416      | \$180,196 | 12,877 | \$169,151 |

In accordance with the terms of issue, on December 31, 1978 all issued and outstanding Series C preferred shares were converted to Series B preferred shares.

The Series A second preferred shares bear cumulative variable-rate dividends based primarily on the London Inter-Bank Offering Rate. As at December 31, 1978, the dividend rate was 6.53 per cent. These shares are redeemable at U.S. \$103 and U.S. \$102 during the years ended October 31, 1980 and 1981

respectively and at par thereafter. At the option of the holder, the company will repurchase, at par, a maximum of 330,000 shares on each of November 1, 1986 and 1987 and any balance outstanding on November 1, 1988.

Common shares are shown after deducting 806,151 shares at their issue price of \$15 per share, which were received as a result of previous shareholdings in companies acquired.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

The details of shares issued and fully paid are as follows:

|  | 1978                  | 1977   |
|--|-----------------------|--------|
|  | (thousands of shares) |        |
| <i>Preferred</i>   |                       |        |
| Beginning of year .....  | 656                   | 1,338  |
| Issued at \$22.50 in exchange for shares of a subsidiary .....                                 | 98                    | 58     |
|  | 754                   | 1,396  |
| Converted at \$20.00 to common shares .....  | (240)                 | (740)  |
| End of year .....  | 514                   | 656    |
| <i>Second Preferred</i>  |                       |        |
| Issued in the year at U.S. \$100.00 .....  | 1,000                 | —      |
| <i>Common</i>  |                       |        |
| Beginning of year .....  | 12,877                | 11,885 |
| Issued in the year —   |                       |        |
| At \$25.00 in exchange for shares of a subsidiary .....  | —                     | 60     |
| At \$20.00 on the conversion of preferred shares .....   | 240                   | 740    |
| At \$7.90 to \$34.60 under the purchase plan and on the exercise of options and warrants ..... | 299                   | 192    |
| End of year .....  | 13,416                | 12,877 |

## Contributed Surplus

Contributed surplus increased by \$246,000 during the year pursuant to the issue of

Series D preferred shares at a premium of \$2.50 per share.

The following shares are reserved for issuance:

## Preferred

157,050 Series D pursuant to the conversion of options and warrants granted by an amalgamated subsidiary.

## Common

|   | 1978                  | 1977  |
|---|-----------------------|-------|
|   | (thousands of shares) |       |
| At \$20.00 for the conversion of preferred shares ..... | 671                   | 1,031 |
| At \$9.78 to \$31.50 for the exercise of options .....  | 48                    | 256   |
| At U.S. \$32.00 for the conversion of debentures .....  | 450                   | —     |
|   | 1,169                 | 1,287 |

## Stock Option Plan

Options have been granted whereby common shares may be purchased by employees at a price equal to 90 per cent of market on the granting date. The details of outstanding options are as follows:

|                         | 1978                  |        |                    | 1977                  |        |                    |
|-------------------------|-----------------------|--------|--------------------|-----------------------|--------|--------------------|
|                         | Options held by       |        |                    | Options held by       |        |                    |
|                         | Directors & Officers  | Others | Option Price       | Directors & Officers  | Others | Option Price       |
|                         | (thousands of shares) |        |                    | (thousands of shares) |        |                    |
| Beginning of year ..... | 24                    | 7      | \$ 9.78 to \$23.97 | 18                    | 14     | \$ 7.90 to \$16.54 |
| Granted .....           | 16                    | 3      | \$24.60 to \$31.50 | 6                     | 1      | \$23.97            |
| Exercised .....         | —                     | (2)    | \$13.05 to \$16.54 | —                     | (8)    | \$ 7.90 to \$16.54 |
| End of year .....       | 40                    | 8      | \$ 9.78 to \$31.50 | 24                    | 7      | \$ 9.78 to \$23.97 |



## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

### Stock Purchase Plan

Under the terms of the stock purchase plan trustees have purchased, at a price equal to approximately 99 per cent of market and hold 300,750 common shares for the benefit of employees who are directors or officers and 139,450 common shares for the benefit of

other employees. The participants pay for the common shares over a period of seven years together with interest calculated at 5 per cent per annum. The shares are held as security by the trustees until full payment has been received.

## 12. Formation of Partnership

During 1978, the company invested in Alberta Land Development Company, a land development partnership, by contributing land inventory and long-term development land with a book value of \$48,980,000 less specific debt of \$7,700,000 in return for a partnership

interest of \$131,259,000 which was reduced by a subsequent cash withdrawal of \$116,758,000. The resultant deferred revenue of \$89,979,000 is recognized as income by the company as the partnership land is sold to third parties.

This investment resulted in the following changes in financial position:

(thousands of dollars)

### Source of Funds

|  |                  |
|--|------------------|
| Development land contributed to partnership .....          | 25,870           |
| Deferred revenue resulting from contribution of land ..... | 89,979           |
|  | <u>\$115,849</u> |

### Application of Funds

|  |                  |
|--|------------------|
| Mortgages transferred to partnership .....   | 3,635            |
| Investment in and loans to partnership ..... | 14,501           |
|  | <u>18,136</u>    |
| Increase in working capital .....            | 97,713           |
|  | <u>\$115,849</u> |

## 13. Income Taxes

The components of the provision for income taxes are as follows:

|                               | 1978                   | 1977             |
|-------------------------------|------------------------|------------------|
|                               | (thousands of dollars) |                  |
| <i>Current</i>                |                        |                  |
| Canadian — Federal .....      | 18,800                 | 26,600           |
| — Provincial .....            | 8,800                  | 10,400           |
| United States and other ..... | 12,700                 | 8,700            |
|                               | <u>\$ 40,300</u>       | <u>\$ 45,700</u> |
| <i>Deferred</i>               |                        |                  |
| Canadian — Federal .....      | 14,300                 | 7,400            |
| — Provincial .....            | 4,900                  | 2,900            |
| United States and other ..... | 7,500                  | 600              |
|                               | <u>\$ 26,700</u>       | <u>\$ 10,900</u> |

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

The sources of long-term differences between income for financial statement purposes and tax purposes are as follows:

|  | 1978                   | 1977             |
|--|------------------------|------------------|
|  | (thousands of dollars) |                  |
| Excess depreciation for tax purposes .....                 | 19,300                 | 9,300            |
| Investment gains unrealized for tax purposes .....         | 5,900                  | —                |
| Prior years' losses applied to reduce taxable income ..... | —                      | 600              |
| Other .....  | 1,500                  | 1,000            |
|  | <b>\$ 26,700</b>       | <b>\$ 10,900</b> |

A reconciliation of the company's effective income tax rates to the normal federal income tax rate is as follows:

|  | 1978         | 1977         |
|--|--------------|--------------|
| Canadian federal income tax rate .....                           | 46.0%        | 46.0%        |
| Federal tax incentives for manufacturing and processing .....    | (3.0)        | (1.5)        |
| Provincial income taxes, net of federal abatement .....          | 4.1          | 2.6          |
| Reduced rate on capital gains .....                              | (5.5)        | (1.9)        |
| Non-taxable foreign losses and exchange translation losses ..... | 3.4          | 3.0          |
| Other .....  | .1           | (1.4)        |
| Effective income tax rates .....                                 | <b>45.1%</b> | <b>46.8%</b> |

No significant decrease in deferred income taxes payable is anticipated within the next three years. Provisions have not been made for Canadian income taxes on undistributed

active business earnings of foreign subsidiaries inasmuch as such earnings are being reinvested in foreign operations.

### 14. Net Income per Common Share

The weighted average number of shares used in calculating net income per common share is as follows:

|  | Canadian              |               | United States |               |
|--|-----------------------|---------------|---------------|---------------|
|  | 1978                  | 1977          | 1978          | 1977          |
|  | (thousands of shares) |               |               |               |
| <i>Basic and Primary</i>               |                       |               |               |               |
| Weighted average common shares         | 13,188                | 12,556        | 13,188        | 12,556        |
| Shares pertaining to stock options     | —                     | —             | 60            | 111           |
|  | <b>13,188</b>         | <b>12,556</b> | <b>13,248</b> | <b>12,667</b> |
| <i>Fully Diluted</i>                   |                       |               |               |               |
| Weighted average common shares ....    | 13,188                | 12,556        | 13,188        | 12,556        |
| Shares pertaining to                   |                       |               |               |               |
| — conversion of debt .....             | 38                    | 214           | 38            | 214           |
| — conversion of preferred shares ..... | 557                   | 771           | 557           | 771           |
| — options and warrants .....           | 262                   | 465           | 84            | 150           |
|  | <b>14,045</b>         | <b>14,006</b> | <b>13,867</b> | <b>13,691</b> |

Basic and primary income per common share have been calculated after reducing net income by \$717,000 in 1978 and \$950,000 in 1977 being the dividends on Series A, B and D preferred shares and \$1,313,000 in 1978 on Series A, second preferred shares.

Net income used in determining fully diluted income per common share has been increased by \$39,000 in 1978 and \$284,000 in 1977 being

the after tax effect of interest on debt assumed to be converted. Net income was further increased for purposes of calculating Canadian fully diluted income per common share by \$244,000 in 1978 and \$436,000 in 1977 to give effect to an imputed return of five per cent on funds which would have been available on the exercise of options and warrants.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

### 15. Additional Information

#### *Prices and Incomes Controls*

The Canadian operations of the company were subject to the Anti-Inflation Act (Canada) and its regulations under which selling prices, margins, dividends and compensation were restrained until December 31, 1978. The company has complied with the controls.

#### *Retirement Plans*

Retirement plans exist under which employees are eligible to participate after varying years of employment and are eligible for benefits at age 65. Contributions to plans for salaried and hourly employees charged to income were \$3,000,000 in 1978 and \$3,500,000 in 1977, including prior service costs. An unfunded liability of approximately \$4,500,000 at December 31, 1978 is being funded and charged to income over periods up to fifteen years.

#### *Restatement of Comparative Figures*

Certain 1977 amounts have been restated to conform with 1978 presentation and to reflect on the equity method of accounting the operations of the import-export division which were sold for book value in early 1978.

#### *Capitalized Interest Costs*

Interest costs on specific debt associated with the holding and development of long-term land are capitalized in order to achieve a better matching of costs and revenues. Had these interest costs been expensed as incurred, net income for 1978 and 1977 would have been reduced by approximately \$900,000 and \$500,000 respectively.

#### *Commitments and Contingent Liabilities*

Outstanding commitments relating to the construction of plants and the purchase of equipment amount to approximately \$23,000,000 at December 31, 1978.

#### *Litigation*

In 1978 Genstar acquired through open market purchases more than 21.5 per cent of the outstanding Common Shares of The Flintkote Company. In October 1978 The Flintkote Company commenced an action claiming that these purchases violated the U.S. anti-trust and securities laws and seeking, among other remedies, to force Genstar to sell the shares. The Federal Trade Commission is also investigating the acquisition of the Flintkote shares. Management believes that the allegations are without foundation and has commenced to defend its position and move toward adjudication of these claims at the first possible opportunity.

At December 31, 1978, the company's proportionate share of the book value of The Flintkote Company approximates the equity value of the investment. The market value of the company's investment at the year-end is approximately U.S. \$41,500,000. The following is a summary of the December 31, 1978 net assets and operations of The Flintkote Company:

(thousands of U.S. dollars)

|                                     |                  |
|-------------------------------------|------------------|
| ASSETS                              |                  |
| Current                             | 219,913          |
| Fixed assets, investments and other | 341,671          |
|                                     | <u>\$551,584</u> |
| LIABILITIES                         |                  |
| Current                             | 98,383           |
| Long-term                           | 184,823          |
|                                     | <u>283,206</u>   |
| SHAREHOLDERS' EQUITY                | <u>268,378</u>   |
|                                     | <u>\$551,584</u> |
| REVENUES                            |                  |
|                                     | 731,982          |
| EXPENSES                            | <u>694,261</u>   |
| NET INCOME                          | <u>\$ 37,721</u> |

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

### 16. Summarized Quarterly Financial Data (Unaudited)

|                             | Three Months Ended     |            |              |             | Year Ended  |
|-----------------------------|------------------------|------------|--------------|-------------|-------------|
|                             | March 31               | June 30    | September 30 | December 31 | December 31 |
|                             | (thousands of dollars) |            |              |             |             |
| 1978 —                      |                        |            |              |             |             |
| Revenues                    | \$ 184,987             | \$ 280,007 | \$ 310,727   | \$ 367,321  | \$1,143,042 |
| Gross profit                | 61,689                 | 79,628     | 96,101       | 127,570     | 364,988     |
| Net income                  | 9,469                  | 19,865     | 22,415       | 29,859      | 81,608      |
| Net income per common share |                        |            |              |             |             |
| — Basic                     | \$ 0.72                | \$ 1.50    | \$ 1.68      | \$ 2.13     | \$ 6.03     |
| — Primary                   | 0.71                   | 1.50       | 1.67         | 2.13        | 6.01        |
| Market Price (TSE)          |                        |            |              |             |             |
| — High                      | \$ 28.00               | \$ 30.88   | \$ 33.63     | \$ 38.00    | \$ 38.00    |
| — Low                       | 25.63                  | 26.00      | 29.00        | 32.50       | 25.63       |
| Trading Volume              | 540,425                | 698,341    | 699,253      | 963,748     | 2,901,767   |

|                             | Three Months Ended     |            |              |             | Year Ended  |
|-----------------------------|------------------------|------------|--------------|-------------|-------------|
|                             | March 31               | June 30    | September 30 | December 31 | December 31 |
|                             | (thousands of dollars) |            |              |             |             |
| 1977 —                      |                        |            |              |             |             |
| Revenues (restated)         | \$ 184,363             | \$ 263,803 | \$ 242,932   | \$ 289,980  | \$ 981,078  |
| Gross profit (restated)     | 62,635                 | 78,421     | 82,605       | 79,483      | 303,144     |
| Net income                  | 8,906                  | 18,182     | 20,309       | 17,033      | 64,430      |
| Net income per common share |                        |            |              |             |             |
| — Basic                     | \$ 0.70                | \$ 1.44    | \$ 1.61      | \$ 1.31     | \$ 5.06     |
| — Primary                   | 0.69                   | 1.42       | 1.59         | 1.31        | 5.01        |
| Market Price (TSE)          |                        |            |              |             |             |
| — High                      | \$ 24.50               | \$ 25.75   | \$ 27.63     | \$ 27.63    | \$ 27.63    |
| — Low                       | 22.50                  | 22.38      | 25.00        | 25.25       | 22.38       |
| Trading Volume              | 377,371                | 496,373    | 531,377      | 450,942     | 1,856,063   |





## RESULTS BY INDUSTRIAL CATEGORY

For the five years ended December 31, 1978  
(millions of Canadian dollars)  
(restated)

|   |      | REVENUES    |                |                |
|---|------|-------------|----------------|----------------|
|   |      | Third Party | Inter-Category | Total          |
| <b>Building Materials</b>   |      |             |                |                |
| Production of ready-mix concrete, concrete blocks, concrete pipe, sand, gravel, classified aggregates, lightweight aggregates, precast concrete structural and architectural components, precast concrete railway ties and gypsum wallboard.  | 1978 | \$234.5     | \$ 16.2        | <b>\$250.7</b> |
|   | 1977 | 220.6       | 18.9           | <b>239.5</b>   |
|   | 1976 | 205.3       | 17.1           | <b>222.4</b>   |
|   | 1975 | 177.9       | 14.4           | <b>192.3</b>   |
|   | 1974 | 164.3       | 13.7           | <b>178.0</b>   |
| <b>Cement</b>   |      |             |                |                |
| Manufacture of normal portland cement, oilwell cement, high early strength cement, masonry cement, sulphate resistant cement and special potash cement.   | 1978 | \$119.0     | \$ 39.0        | <b>\$158.0</b> |
|   | 1977 | 97.0        | 36.6           | <b>133.6</b>   |
|   | 1976 | 90.3        | 37.6           | <b>127.9</b>   |
|   | 1975 | 80.5        | 30.9           | <b>111.4</b>   |
|   | 1974 | 60.5        | 28.2           | <b>88.7</b>    |
| <b>Housing and Land Development</b>   |      |             |                |                |
| Construction of single-family, duplex and townhouse units; manufacture of pre-assembled sections and component packages for the construction of residential units; condominium conversions; development of residential, commercial and industrial land; shopping center development.  | 1978 | \$404.1     | \$ —           | <b>\$404.1</b> |
|   | 1977 | 372.7       | .2             | <b>372.9</b>   |
|   | 1976 | 245.9       | .4             | <b>246.3</b>   |
|   | 1975 | 156.3       | —              | <b>156.3</b>   |
|   | 1974 | 115.9       | —              | <b>115.9</b>   |
| <b>Construction</b>   |      |             |                |                |
| Installation of municipal utility services including water, sewer and lighting systems, street and road construction and paving, artificial lakes, townsite development. Construction of hydro-electric dams, generating stations, transmission lines, highways, bridges, airports, major industrial plants and installations, and mine site development. | 1978 | \$142.8     | \$ 27.4        | <b>\$170.2</b> |
|   | 1977 | 104.0       | 60.7           | <b>164.7</b>   |
|   | 1976 | 121.3       | 31.2           | <b>152.5</b>   |
|   | 1975 | 123.6       | 22.8           | <b>146.4</b>   |
|   | 1974 | 116.7       | 26.5           | <b>143.2</b>   |
| <b>Marine</b>   |      |             |                |                |
| Tug and barge transportation, ferrying, berthing, lighterage, salvage, pollution control, shipbuilding and ship repairs, specialized ocean and river transportation. Marine transportation worldwide of heavy lift and modular cargo, lighterage, and land transportation.  | 1978 | \$ 86.4     | \$ 1.1         | <b>\$ 87.5</b> |
|   | 1977 | 68.6        | .6             | <b>69.2</b>    |
|   | 1976 | 62.0        | .4             | <b>62.4</b>    |
|   | 1975 | 61.3        | .2             | <b>61.5</b>    |
|   | 1974 | 50.8        | .3             | <b>51.1</b>    |
| <b>Financial Services</b>   |      |             |                |                |
| Mortgage banking; rental of electronic test and measurement equipment; real estate joint venture financing; venture capital investment; thrift and loan operations; title insurance and escrow services; property and casualty insurance; marine financing.   | 1978 | \$ 60.7     | \$ —           | <b>\$ 60.7</b> |
|   | 1977 | 20.9        | —              | <b>20.9</b>    |
|   | 1976 | 16.3        | —              | <b>16.3</b>    |
|   | 1975 | 8.8         | —              | <b>8.8</b>     |
|   | 1974 | 4.2         | —              | <b>4.2</b>     |
| <b>Investments</b>  |      |             |                |                |
| Manufacture of nitrogen-based chemicals and fertilizers; equity investment in The Flintkote Company; operation and sale of commercial and residential properties in 1976 through 1978; import and export of semi-finished metals and industrial minerals until early 1978.  | 1978 | \$ 95.5     | \$ —           | <b>\$ 95.5</b> |
|   | 1977 | 97.3        | —              | <b>97.3</b>    |
|   | 1976 | 80.4        | —              | <b>80.4</b>    |
|   | 1975 | 75.9        | —              | <b>75.9</b>    |
|   | 1974 | 66.0        | —              | <b>66.0</b>    |

| Cost of Sales | COSTS AND EXPENSES<br>Selling, General and Administrative | Depreciation, Depletion and Amortization | Total   | Operating Income | Interest and General Corporate Expenses | Income before Income Taxes | Provision for Income Taxes | Net Income | Net Assets | Return on Net Assets (per cent) |
|---------------|---|--|---------|------------------|---|----------------------------|----------------------------|------------|------------|---------------------------------|
| \$188.8       | \$ 16.8   | \$ 9.3                                   | \$214.9 | \$ 35.8          | \$ 7.4                                  | \$ 28.4                    | \$ 9.8                     | \$ 18.6    | \$148.2    | 14.4                            |
| 178.6         | 16.5  | 9.2                                      | 204.3   | 35.2             | 6.3                                     | 28.9                       | 11.6                       | 17.3       | 151.2      | 13.0                            |
| 166.5         | 15.8  | 7.9                                      | 190.2   | 32.2             | 5.7                                     | 26.5                       | 11.4                       | 15.1       | 145.0      | 12.1                            |
| 143.7         | 11.4  | 6.7                                      | 161.8   | 30.5             | 5.3                                     | 25.2                       | 11.0                       | 14.2       | 134.1      | 12.2                            |
| 136.8         | 12.3  | 6.3                                      | 155.4   | 22.6             | 4.9                                     | 17.7                       | 8.7                        | 9.0        | 121.4      | 8.9                             |
| \$113.3       | \$ 11.4   | \$ 6.6                                   | \$131.3 | \$ 26.7          | \$ 9.4                                  | \$ 17.3                    | \$ 6.7                     | \$ 10.6    | \$203.5    | 6.9                             |
| 92.4          | 11.2  | 5.8                                      | 109.4   | 24.2             | 6.2                                     | 18.0                       | 7.2                        | 10.8       | 183.3      | 7.2                             |
| 86.0          | 10.8  | 6.0                                      | 102.8   | 25.1             | 3.9                                     | 21.2                       | 9.1                        | 12.1       | 111.4      | 12.3                            |
| 77.6          | 7.4   | 5.8                                      | 90.8    | 20.6             | 3.1                                     | 17.5                       | 7.4                        | 10.1       | 81.1       | 13.9                            |
| 58.4          | 6.8   | 4.9                                      | 70.1    | 18.6             | 3.1                                     | 15.5                       | 7.8                        | 7.7        | 77.7       | 11.5                            |
| \$253.7       | \$ 36.5   | \$ 1.5                                   | \$291.7 | \$112.4          | \$ 38.2                                 | \$ 74.2                    | \$ 35.1                    | \$ 39.1    | \$497.1    | 11.2                            |
| 264.1         | 31.2  | .9                                       | 296.2   | 76.7             | 31.6                                    | 45.1                       | 22.6                       | 22.5       | 434.1      | 8.2                             |
| 162.9         | 21.0  | 1.0                                      | 184.9   | 61.4             | 21.7                                    | 39.7                       | 20.3                       | 19.4       | 390.6      | 7.7                             |
| 107.1         | 19.1  | .8                                       | 127.0   | 29.3             | 11.0                                    | 18.3                       | 10.1                       | 8.2        | 164.2      | 8.2                             |
| 82.5          | 11.3  | .6                                       | 94.4    | 21.5             | 7.8                                     | 13.7                       | 7.3                        | 6.4        | 118.4      | 8.1                             |
| \$160.7       | \$ 7.9  | \$ 6.3                                   | \$174.9 | \$ (4.7)         | \$ 2.1                                  | \$ (6.8)                   | \$ (3.4)                   | \$ (3.4)   | \$ 41.0    | (6.3)                           |
| 138.8         | 8.1   | 5.8                                      | 152.7   | 12.0             | 1.7                                     | 10.3                       | 4.8                        | 5.5        | 36.4       | 16.8                            |
| 124.6         | 9.0   | 6.5                                      | 140.1   | 12.4             | 1.6                                     | 10.8                       | 5.3                        | 5.5        | 36.9       | 16.8                            |
| 127.0         | 5.5   | 6.6                                      | 139.1   | 7.3              | 1.9                                     | 5.4                        | 2.7                        | 2.7        | 32.1       | 10.9                            |
| 128.4         | 4.9   | 6.4                                      | 139.7   | 3.5              | 2.2                                     | 1.3                        | .7                         | .6         | 43.8       | 3.2                             |
| \$ 65.1       | \$ 5.8  | \$ 11.7                                  | \$ 82.6 | \$ 4.9           | \$ 6.8                                  | \$ (1.9)                   | \$ 5.1                     | \$ (7.0)   | \$ 87.2    | (4.8)                           |
| 46.7          | 5.3   | 6.8                                      | 58.8    | 10.4             | 6.7                                     | 3.7                        | 3.8                        | (0.1)      | 103.1      | 2.4                             |
| 42.4          | 4.1   | 5.1                                      | 51.6    | 10.8             | 5.5                                     | 5.3                        | 1.9                        | 3.4        | 94.8       | 6.3                             |
| 45.0          | 5.5   | 4.2                                      | 54.7    | 6.8              | 3.8                                     | 3.0                        | .2                         | 2.8        | 76.7       | 5.9                             |
| 36.1          | 2.8   | 3.5                                      | 42.4    | 8.7              | 2.9                                     | 5.8                        | 2.9                        | 2.9        | 53.1       | 7.7                             |
| \$ 15.6       | \$ 7.9  | \$ .2                                    | \$ 23.7 | \$ 37.0          | \$ 3.2                                  | \$ 33.8                    | \$ 13.1                    | \$ 20.7    | \$ 92.2    | 23.5                            |
| 9.0           | 1.1   | .2                                       | 10.3    | 10.6             | 1.6                                     | 9.0                        | 3.2                        | 5.8        | 32.5       | 19.4                            |
| 7.4           | 1.8   | .1                                       | 9.3     | 7.0              | .9                                      | 6.1                        | 2.1                        | 4.0        | 30.1       | 14.6                            |
| 5.3           | .3  | —  | 5.6     | 3.2              | .8                                      | 2.4                        | .9                         | 1.5        | 17.5       | 10.3                            |
| 4.8           | .2  | —  | 5.0     | (.8)             | .8                                      | (1.6)                      | (.6)                       | (1.0)      | 18.3       | (4.4)                           |
| \$64.5        | \$ 5.8  | \$ 14.0                                  | \$ 84.3 | \$ 11.2          | \$ 7.6                                  | \$ 3.6                     | \$ .6                      | \$ 3.0     | \$138.3    | 4.2                             |
| 65.3          | 10.4  | 5.6                                      | 81.3    | 16.0             | 10.0                                    | 6.0                        | 3.4                        | 2.6        | 123.6      | 5.7                             |
| 62.0          | 10.7  | 5.4                                      | 78.1    | 2.3              | 9.1                                     | (6.8)                      | (3.0)                      | (3.8)      | 225.5      | .1                              |
| 54.1          | 4.4   | 2.1                                      | 60.6    | 15.3             | 2.5                                     | 12.8                       | 5.1                        | 7.7        | 66.1       | 13.2                            |
| 40.5          | 4.3   | 2.1                                      | 46.9    | 19.1             | 2.5                                     | 16.6                       | 7.1                        | 9.5        | 59.0       | 17.5                            |

## INDUSTRIAL CATEGORIES

### Reclassification

Certain components of prior years' industrial categories have been reclassified to segregate the company's financial services operations and group as investments those operations which are not individually significant.

### Inter-Category Revenues

Sales of goods and services between categories are at market price. Industrial category revenues include inter-category revenues of \$84 million in 1978 and \$117 million in 1977 which are eliminated from consolidated revenues and cost of revenues in the company's consolidated statements of income.

### Joint Venture Income

Included in third party revenues is the company's share of the income of joint ventures, subsidiaries and investments accounted for on the equity basis. In 1978, \$11 million of such income is included in the revenues of the housing and land development category and \$11 million in the revenues of the financial services category with no material amounts included in prior years' individual categories.

### Revenues from Governments

Sales to Canadian federal, provincial and

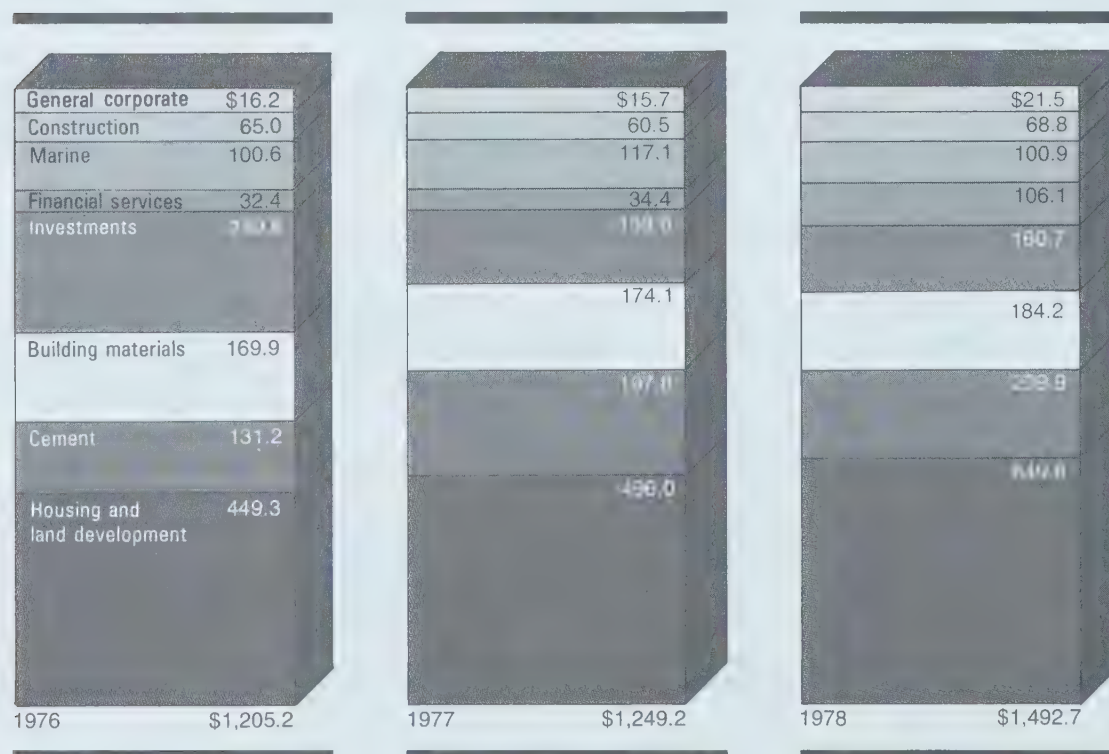
municipal governments and their agencies of \$95 million in 1978 and \$92 million in 1977 are included in revenues of the building materials and construction categories.

### Interest and General Corporate Expenses

Interest expense is allocated in proportion to the average annual debt outstanding determined by applying representative total debt to equity ratios to each category. Prior years' interest allocations have been restated to this basis with a resulting decrease in allocations to capital intensive categories such as cement and increases in categories such as land and housing. Unrealized foreign exchange translation losses are included as general corporate costs and are allocated in proportion to net assets denominated in foreign currencies. Prior years' foreign exchange allocations have been restated to this basis with resulting changes in operating incomes and increases in corporate and general costs allocated to categories containing foreign operations. Other general corporate expenses are allocated in proportion to the average net assets of each category.

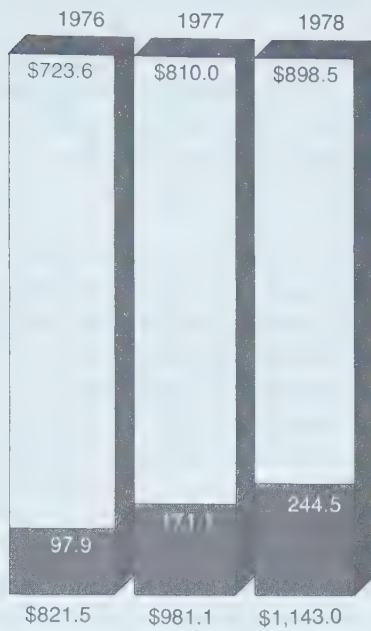
Operating income of the categories is calculated before the deduction of these

### Identifiable Assets by Industrial Category (millions of dollars)

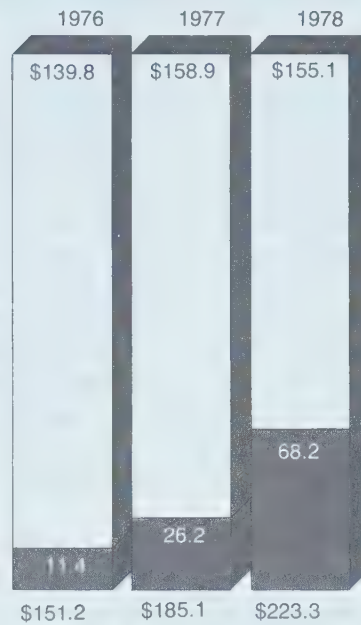




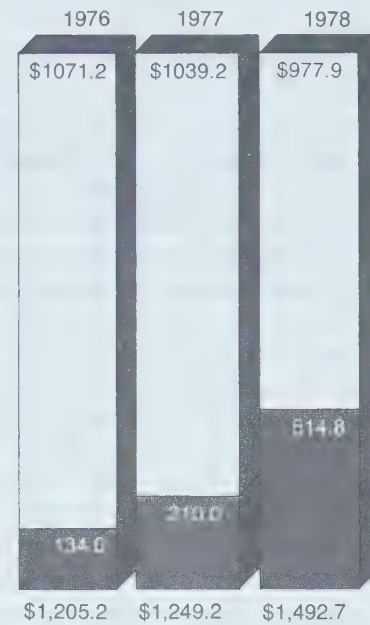
Revenues



Operating Income



Identifiable Assets



expenses and, accordingly, is greater than consolidated income before income taxes by \$75 million in 1978 and \$64 million in 1977.

allocated to each category. Net assets are financed by interest-bearing debt, deferred income taxes and shareholders' equity.

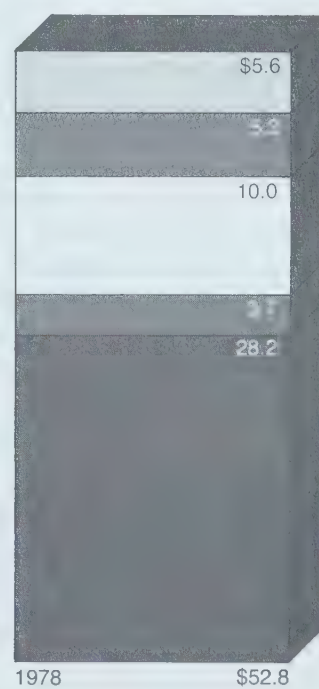
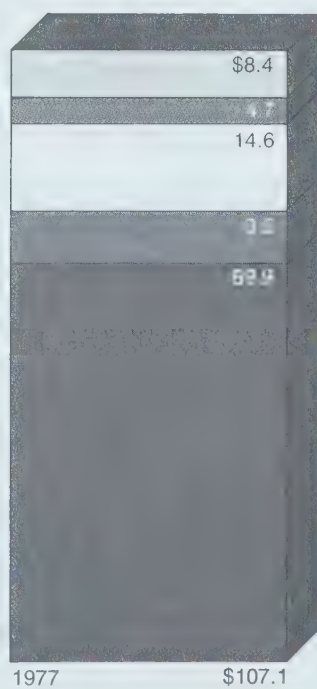
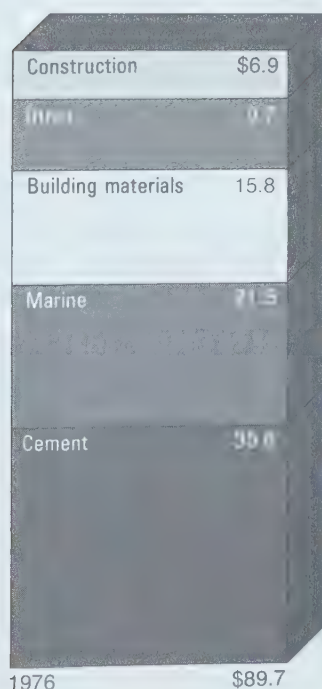
Net Assets

Net assets consist of the identifiable assets less non-interest bearing liabilities of each category. General corporate assets of \$22 million in 1978 and \$16 million in 1977 are

Return on Net Assets

Return on net assets is the performance measurement obtained by dividing net income before interest expense less applicable income taxes by net assets.

Capital Expenditures by Industrial Category (millions of dollars)



## SUPPLEMENTARY REPLACEMENT COST INFORMATION (UNAUDITED)

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### Nature of Information

The following replacement cost information is presented pursuant to Rule 3-17 of Regulations S-X as adopted by the Securities and Exchange Commission, United States (SEC). It represents estimates of the cost of replacing all of the company's inventories and productive capacity at December 31, 1978 and the cost of sales and depreciation on the basis of replacement costs for the year then ended and should not be interpreted as representing actual events or future plans. The theoretical nature of the "complete replacement" assumption also cause the resultant information to be subject to inaccuracies and subjective judgements which would not be present in reporting actual transactions on an historical basis. In accordance with SEC recommendations, this data should not be used to revise reported income and assets or compare with other companies so as to avoid misinterpretation.

### Manufacturing Inventories

Raw materials and repair parts have been estimated by reference to the latest buying prices for normal order quantities and supply conditions.

Work in process and finished goods replacement costs are based on standard costs adjusted for the latest material, labour and overhead variances.

### Land

The estimated replacement cost of current and long-term land holdings is based on recent purchase prices of similar land for future use in the land development business cycle.

Where similar land is not available, net realizable value has been calculated based on estimated current selling price less normal gross profit margins.

### Revenue Properties

The replacement cost of the revenue properties was estimated using recent insurance evaluations adjusted for current market conditions. At December 31, 1978, all revenue properties have been sold.

### Productive Capacity

The replacement cost of the cement, chemical and marine productive capacity and quarries and gravel deposits has been based on the cost of recent and ongoing expansions and guidelines provided by industry associations. The value of a cement plant to be replaced in early 1980 by an expanded facility recently constructed is calculated at estimated economic value on a discounted cash flow basis. The replacement cost of equipment related to building materials and construction operations has been based on information provided by regular suppliers and recent purchase prices. The replacement cost of other productive capacity has been estimated using a variety of indicators including historical price indexes, supplier data and recent costs.

### Cost of Sales

Cost of sales on a replacement cost basis has been estimated based on cost changes and inventory turnover rates so as to charge income for the cost of replacing units as they are sold. Based on the company's accounting policy, cost of sales does not include depreciation.

### Depreciation

The average of the replacement costs of productive capacity at December 31, 1978 and 1977 has been depreciated on a straight-line basis using the company's

SUPPLEMENTARY REPLACEMENT COST INFORMATION (UNAUDITED)  
(Continued)

historical, estimated useful lives and residual values.

Effect of Replacement

The actual replacement of the company's productive capacity would affect costs of sales and inventory costs to the extent that technological and market changes resulted in different production configurations, methods and product mixes. However, the estimated effect on direct labour,

maintenance and other costs is not subject to reasonable estimation and accordingly has not been reflected in the reported replacement cost amounts. In addition, the cost of financing the replacement would be a significant factor in calculating any net cost saving.

Replacement Cost Data

|  | Estimated<br>Replacement Cost |           | Comparable<br>Reported Amounts |           |
|--|-------------------------------|-----------|--------------------------------|-----------|
|  | 1978                          | 1977      | 1978                           | 1977      |
|  | (thousands of dollars)        |           |                                |           |
| Inventories.....   | \$537,283                     | \$385,099 | \$462,372                      | \$330,144 |
| Development land.....                                      | \$ 97,895                     | \$141,691 | \$ 76,219                      | \$ 94,484 |
| Revenue properties.....                                    | \$ -                          | \$ 52,485 | \$ -                           | \$ 39,465 |
| Accumulated depreciation.....                              | -                             | 3,669     | -                              | 3,076     |
|  | \$ -                          | \$ 48,816 | \$ -                           | \$ 36,389 |
| Fixed assets.....  | 1,090,322                     | 1,092,674 | 626,429                        | 671,762   |
| Less: Land which is not part<br>of productive capacity.... | 16,176                        | 16,918    | 16,176                         | 16,918    |
|  | 1,074,146                     | 1,075,756 | 610,253                        | 654,844   |
| Accumulated depreciation.....                              | 511,576                       | 480,218   | 243,397                        | 254,416   |
|  | \$562,570                     | \$595,538 | \$366,856                      | \$400,428 |
| Cost of sales and services.....                            | \$802,888                     | \$701,715 | \$778,054                      | \$677,934 |
| Depreciation, depletion and<br>amortization.....           | \$ 85,179                     | \$ 59,900 | \$ 50,181                      | \$ 34,691 |

Summary Comments

Although the preceding information provides a comparison with historical amounts, extreme care must be used in drawing conclusions from the comparison. The replacement cost amounts are theoretical in nature and by definition give no consideration to the market, financing and profitability factors

which enter into the company's replacement and expansion decisions or the market and technological events which will affect future operations. Accordingly, the replacement cost amounts must not be viewed as either alternate historical amounts or estimations of future amounts.





THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

STATEMENTS of INCOME

for the years ended December 31, 1978 and 1977

(in thousands of dollars, except per share amounts)

|   | <u>1978</u>      | <u>1977</u>      |
|---|------------------|------------------|
| Revenue:  |                  |                  |
| Net sales . . . . .   | \$730,175        | \$587,417        |
| Other income, net (Note 12) . . . . .   | <u>1,807</u>     | <u>4,065</u>     |
|   | <u>731,982</u>   | <u>591,482</u>   |
| Expenses (Notes 2, 3, 8 and 13):  |                  |                  |
| Cost of sales . . . . .   | 585,994          | 438,727          |
| Selling, general and administrative . . . . .                                   | 67,594           | 55,738           |
| Interest expense. . . . .   | <u>13,055</u>    | <u>12,553</u>    |
|   | <u>666,643</u>   | <u>557,018</u>   |
| Income before income taxes . . . . .  | 65,339           | 34,464           |
| Provision for income taxes (Note 14) . . . . .                                  | <u>27,618</u>    | <u>13,615</u>    |
| Net income . . . . .  | <u>\$ 37,721</u> | <u>\$ 20,849</u> |
| Net income per share after provision for preferred dividends (Note 1) . . . . . | <u>\$5.31</u>    | <u>\$3.08</u>    |
| Average number of common shares outstanding (Note 1). .                         | <u>7,046,810</u> | <u>6,584,765</u> |

See Schedule XVI for supplementary information as to certain expenses.  
See notes and supporting schedules to financial statements.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

BALANCE SHEETS, DECEMBER 31, 1978 and 1977

(in thousands of dollars)

| <u>A S S E T S:</u>   | <u>1978</u>      | <u>1977</u>      |
|---|------------------|------------------|
| Current Assets:   |                  |                  |
| Cash . . . . .  | \$ 9,353         | \$ 3,496         |
| Marketable securities (Note 1) . . . . .                                    | 27,649           | -                |
| Accounts and notes receivable:  |                  |                  |
| Customers, less allowance for doubtful items and discounts:                 |                  |                  |
| 1978 - \$6,744; 1977 - \$6,695 (Schedule XII) . . . . .                     | 91,597           | 83,271           |
| Other . . . . .   | 8,713            | 9,380            |
|   | <u>100,310</u>   | <u>92,651</u>    |
| <br>Inventories (Notes 1 and 3): . . . . .                                  | <br>76,013       | <br>73,807       |
| Prepaid expenses . . . . .  | 6,588            | 5,898            |
| Total current assets . . . . .  | <u>219,913</u>   | <u>175,852</u>   |
| Property, plant and equipment (Notes 1, 2, 4, 8 & Schedule V). . . . .      | 509,325          | 481,934          |
| Less, Allowances for depreciation and depletion                             |                  |                  |
| (Note 1 and Schedule VI) . . . . .  | 224,289          | 217,974          |
|   | <u>285,036</u>   | <u>263,960</u>   |
| Investments in associated companies (Notes 1, 5 and Schedule III) . . . . . | 24,864           | 23,875           |
| Other assets (Schedule III) . . . . .                                       | 21,771           | 31,727           |
|   | <u>\$551,584</u> | <u>\$495,414</u> |

| <u>L I A B I L I T I E S:</u>                                 |  | <u>1978</u>      | <u>1977</u>      |
|---|--|------------------|------------------|
| Current Liabilities:  |  |                  |                  |
| Accounts payable, principally trade . . . . .                 |  | \$ 52,083        | \$ 42,581        |
| Current installments on long-term debt (Notes 2, 7 and 8) .   |  | 11,128           | 11,619           |
| Accrued payrolls and commissions . . . . .                    |  | 6,196            | 4,679            |
| Accrued income taxes (Note 14) . . . . .                      |  | 20,448           | 12,288           |
| Accrued interest . . . . .                                    |  | 3,154            | 2,419            |
| Accrued pensions . . . . .                                    |  | <u>5,374</u>     | <u>5,141</u>     |
| Total current liabilities . . . . .                           |  | 98,383           | 78,727           |
|   |  |                  |                  |
| Long-term debt (Notes 2, 7 and 8) . . . . .                   |  | 124,938          | 131,464          |
| Deferred income taxes (Notes 2 and 14) . . . . .              |  | 35,635           | 32,964           |
| Proceeds from sale of future production (Note 9) . . . . .    |  | <u>24,250</u>    | <u>12,500</u>    |
|   |  | <u>283,206</u>   | <u>255,655</u>   |
|   |  |                  |                  |
| Commitments and contingencies (Notes 8 and 15)                |  |                  |                  |
|   |  |                  |                  |
| <u>S H A R E H O L D E R S' E Q U I T Y:</u>                  |  |                  |                  |
| Preferred stocks (Note 10). . . . .                           |  | 2,727            | 3,048            |
| Common stock (Note 11) . . . . .                              |  | 35,412           | 33,340           |
| Capital surplus . . . . .                                     |  | 58,962           | 50,112           |
| Earnings reinvested in the business (Notes 2 and 7) . . . . . |  | 171,835          | 153,259          |
| Treasury stock, at cost (Note 10) . . . . .                   |  | (558)            | -                |
|   |  | <u>268,378</u>   | <u>239,759</u>   |
|   |  | <u>\$551,584</u> | <u>\$495,414</u> |

See notes and supporting schedules to financial statements.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

STATEMENTS of CHANGES in FINANCIAL POSITION

for the years ended December 31, 1978 and 1977

(in thousands of dollars)

|  | <u>1978</u>     | <u>1977</u>     |
|--|-----------------|-----------------|
| Funds provided from:   |                 |                 |
| Net income . . . . .   | \$37,721        | \$20,849        |
| Items not affecting working capital:                                   |                 |                 |
| Depreciation and depletion . . . . .                                   | 23,331          | 24,017          |
| Deferred income taxes . . . . .  | 2,671           | 469             |
| Estimated loss on investment . . . . .                                 | <u>6,712</u>    | <u>-</u>        |
| Funds provided from operations . . . . .                               | 70,435          | 45,335          |
|  |                 |                 |
| Increase in long-term debt . . . . .                                   | 5,866           | 7,303           |
| Proceeds from sale of future production . . . . .                      | 12,500          | 12,500          |
| Disposal of property, plant and equipment . . . . .                    | 6,211           | 6,362           |
| Issuance of common stock in exchange for<br>preferred stock . . . . .  | <u>-</u>        | <u>15,909</u>   |
|  | <u>95,012</u>   | <u>87,409</u>   |
| Funds used for:  |                 |                 |
| Additions to property, plant and equipment . . . . .                   | 50,228          | 34,930          |
| Acquisition of preferred stock exchanged for<br>common stock . . . . . | -               | 16,482          |
| Acquisition of preferred stock for cash . . . . .                      | 558             | 2,130           |
| Reduction of long-term debt . . . . .                                  | 12,392          | 15,112          |
| Cash dividends paid . . . . .  | 9,702           | 8,328           |
| Other, net . . . . .   | <u>(2,273)</u>  | <u>5,892</u>    |
|  | <u>70,607</u>   | <u>82,874</u>   |
| Net increase in working capital . . . . .                              | <u>\$24,405</u> | <u>\$ 4,535</u> |
|  |                 |                 |
| Changes in working capital:  |                 |                 |
| Cash and marketable securities . . . . .                               | \$33,506        | \$(6,175)       |
| Accounts receivable . . . . .  | 7,659           | 13,519          |
| Inventories . . . . .  | 2,206           | 6,526           |
| Accounts payable and accrued expenses . . . . .                        | (11,987)        | 2,528           |
| Income taxes payable . . . . .   | (8,160)         | (10,164)        |
| Other . . . . .  | <u>1,181</u>    | <u>(1,699)</u>  |
| Net increase in working capital . . . . .                              | <u>\$24,405</u> | <u>\$ 4,535</u> |

See notes and supporting schedules to financial statements.



THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

STATEMENTS of SHAREHOLDERS' EQUITY

for the years ended December 31, 1978 and 1977

(in thousands of dollars)

|  | Preferred Stocks (Note 10) |                                    |                                    |          | Common<br>Stock<br>(Note 11) | Capital<br>Surplus | Earnings<br>Reinvested<br>in the<br>Business<br>(Notes 7,<br>10 and 11) | Treasury<br>Stock<br>(At Cost)<br>(Note 10) |
|--|----------------------------|------------------------------------|------------------------------------|----------|------------------------------|--------------------|---|---|
|  | \$4<br>Cumulative          | \$4.50<br>Series A<br>Conv. Second | \$2.25<br>Series B<br>Conv. Second | Total    |                              |                    |   |   |
| 1977   |                            |                                    |                                    |          |                              |                    |   |   |
| Balance, January 1, 1977 as<br>previously reported . . . . .   | \$3,954                    | \$11,861                           | \$2,944                            | \$18,759 | \$29,621                     | \$40,291           | \$148,737   | \$(6,677)                                   |
| Adjustment for the cumulative effect<br>on prior years of applying<br>retroactively the new method of<br>accounting for leases (Note 2). . . . . |                            |                                    |                                    |          |                              |                    | (970)   |   |
| Balance, January 1, 1977, as restated . .  | 3,954                      | 11,861                             | 2,944                              | 18,759   | 29,621                       | 40,291             | 147,767   | (6,677)                                     |
| Net income. . . . .  |                            |                                    |                                    |          |                              |                    | 20,849  |   |
| Cash dividends . . . . .   |                            |                                    |                                    |          |                              |                    | (8,328)   |   |
| Exercise of stock options . . . . .  |                            |                                    |                                    |          | 59                           | 121                |   |   |
| Exchange of preferred for common<br>stock . . . . .  |                            |                                    |                                    |          |                              | 10,777             |   | (16,482)                                    |
| Purchase of preferred stock . . . . .  |                            |                                    |                                    |          |                              |                    |   | (2,130)                                     |
| Retirement of treasury stock . . . . .   | (3,068)                    | (10,383)                           | (2,260)                            | (15,711) | (1,472)                      | (1,077)            | (7,029)   | 25,289                                      |
| Balance, December 31, 1977. . . . .  | 886                        | 1,478                              | 684                                | 3,048    | 33,340                       | 50,112             | 153,259   | -   |
| 1978   |                            |                                    |                                    |          |                              |                    |   |   |
| Net income. . . . .  |                            |                                    |                                    |          |                              |                    | 37,721  |   |
| Cash dividends . . . . .   |                            |                                    |                                    |          |                              |                    | (9,702)   |   |
| Exercise of stock options . . . . .  |                            |                                    |                                    |          | 318                          | 840                |   |   |
| Purchase of preferred stock . . . . .  |                            |                                    |                                    |          |                              |                    |   | (558)                                       |
| Conversion of preferred stock . . . . .  |                            | (295)                              | (26)                               | (321)    | 68                           | 251                |   |   |
| 5% stock dividend . . . . .  |                            |                                    |                                    |          |                              | 7,757              | (9,443)   |   |
| Balance, December 31, 1978. . . . .  | \$ 886                     | \$ 1,183                           | \$ 658                             | \$ 2,727 | \$35,412                     | \$50,962           | \$171,835   | \$(558)                                     |

See notes and supporting schedules to financial statements.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

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1. Summary of Significant Accounting Policies

Consolidation and Investments in Associated Companies:

The consolidated financial statements include the accounts of the Company and all of its wholly-owned subsidiaries. Investments in associated companies over which the Company exercises significant influence are accounted for under the equity method.

Certain balance sheet items have been reclassified to conform with the Company's 1978 financial statement presentation.

Marketable Securities:

Marketable securities are stated at cost which approximates market.

Inventories:

Inventories are stated at the lower of cost (principally average) or market.

Property, Plant and Equipment:

Property, plant and equipment are stated at cost. Annual depreciation (including amortization related to assets held under capital leases) is provided using the straight-line method, generally at the following rates: Land fixtures, 4 to 5%; Buildings, 2 1/2 to 5%; Machinery, equipment and furniture, 4 to 12 1/2%. Depletion is provided on the unit-of-production basis. When significant properties are retired or sold, the asset values and related reserves are eliminated from the accounts and any gain or loss on disposition is included in earnings. Maintenance and repairs are generally charged to expense as incurred. Major renewals and betterments generally are capitalized.

Pension Plans:

Pension costs, which include prior service costs amortized principally over a thirty-year period, are computed on the basis of accepted actuarial cost methods. The policy is to fund pension costs accrued.

Income Taxes:

Investment tax credits are accounted for using the flow-through method.

United States income taxes are not accrued for undistributed earnings of Canadian subsidiaries as such amounts are considered to be permanently invested.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

1. Summary of Significant Accounting Policies - Continued

Income Taxes (Continued):

If such undistributed earnings (\$32,910 at December 31, 1978) were remitted, the resulting tax liability would be substantially offset by foreign tax credits.

Earnings Per Share:

Earnings per share are based upon the weighted average number of shares outstanding during the year giving retroactive effect to the 5% stock dividend declared in December, 1978.

2. Change in Accounting Policy

In accordance with the requirements of the Securities and Exchange Commission Accounting Series Release No. 225, the financial statements reflect the retroactive adjustment for the provisions of The Financial Accounting Standards Board Statement No. 13 which requires capitalization of certain leases which were formerly treated as operating leases. The cumulative adjustment necessary to record the assets and related obligations under capital leases is shown as an adjustment to January 1, 1977 earnings reinvested in the business. Certain income, expense and other balance sheet accounts (principally deferred income taxes) have been restated to reflect the retroactive application.

3. Inventories

|  | <u>1978</u>      | <u>1977</u>      |
|--|------------------|------------------|
| Inventories comprise the following:          |                  |                  |
| Finished goods and work-in-process . . . . . | \$ 48,872        | \$ 48,132        |
| Raw materials . . . . .                      | 17,761           | 16,187           |
| Operating supplies . . . . .                 | <u>9,380</u>     | <u>9,488</u>     |
|  | <u>\$ 76,013</u> | <u>\$ 73,807</u> |

Opening and closing inventories used in the computation of cost of sales were as follows:

|                       | <u>1978</u> | <u>1977</u> |
|-----------------------|-------------|-------------|
| January 1 . . . . .   | \$ 73,807   | \$ 64,192   |
| December 31 . . . . . | 76,013      | 73,807      |

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

4. Property, Plant and Equipment

Property, plant and equipment comprise the following:

|  | <u>1978</u>      | <u>1977</u>      |
|--|------------------|------------------|
| Land . . . . .   | \$ 8,905         | \$ 9,070         |
| Mining properties and rights . . . . .                       | 20,850           | 19,140           |
| Buildings and land fixtures . . . . .                        | 87,244           | 87,656           |
| Machinery, equipment and furniture . . . . .                 | 310,342          | 281,380          |
| Assets held under capital leases . . . . .                   | 71,900           | 68,321           |
| Construction in progress . . . . .                           | <u>10,084</u>    | <u>16,367</u>    |
|  | 509,325          | 481,934          |
| Less, Allowances for depreciation and<br>depletion . . . . . | <u>224,289</u>   | <u>217,974</u>   |
|  | <u>\$285,036</u> | <u>\$263,960</u> |

The following is an analysis of property held under capital leases:

|                                   | <u>1978</u>     | <u>1977</u>     |
|-----------------------------------|-----------------|-----------------|
| Land and buildings . . . . .      | \$10,130        | \$10,130        |
| Machinery and equipment . . . . . | <u>61,770</u>   | <u>58,191</u>   |
|                                   | <u>\$71,900</u> | <u>\$68,321</u> |

See Schedules V and VI.

5. Investments in Associated Companies

The Company's investments in associated companies at December 31, 1978 consist primarily of a 20% interest in Adobe Oil & Gas Corporation. The Company has options extending through 1980 to purchase an additional 600,000 shares of Adobe common stock at prices ranging from \$18.00 to \$25.00 per share. The excess of the carrying value of the Company's investment over its share of Adobe's underlying net tangible assets amounted to \$9,923 and \$10,518 at December 31, 1978 and 1977, respectively, which is being amortized over a period of 20 years. The market value of Adobe at December 31, 1978 amounted to \$24,850. The Company's share of earnings in associated companies is included in "Other income, net".



THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

6. Short-Term Borrowing Arrangements

During 1978, the maximum amount of aggregate short-term borrowings outstanding, principally commercial paper obligations, at any month-end was \$39,000 and the average short-term borrowings were \$19,100, on which the daily weighted average interest rate was 7.7%. Corresponding amounts applicable to 1977 were \$35,000, \$19,000 and 5.9%, respectively. The Company's available lines of credit with various banks aggregate \$73,000. The lines of credit are renewable annually with no commitment fees, generally provide unsecured financing for 90 days at the prevailing prime interest rate and support the Company's commercial paper borrowing arrangements.

7. Long-Term Debt

Long-term debt at December 31, 1978 and 1977 comprises:

|   | <u>1978</u>      | <u>1977</u>      |
|---|------------------|------------------|
| Sinking fund debentures:                                |                  |                  |
| 8 1/4%, annual redemptions due July 15, balance 1996. . | \$ 34,000        | \$ 36,000        |
| 4 5/8%, annual redemptions due April 1, balance 1981. . | 9,436            | 11,110           |
| 8% Promissory notes, annual installments                |                  |                  |
| January 1, 1979 to 1981 . . . . .                       | 2,730            | 4,095            |
| Notes payable -- banks:                                 |                  |                  |
| 8 1/4%, semi-annual installments beginning              |                  |                  |
| April 1, 1981, balance 1984 . . . . .                   | 20,000           | 20,000           |
| 12 1/4% (3/4% above the Canadian bank's prime rate),    |                  |                  |
| semi-annual installments, balance 1983 . . . . .        | 2,040            | 2,457            |
| Other, 4 to 10%, due various dates through 1998 . . . . | 5,654            | 6,271            |
|   | <u>73,860</u>    | <u>79,933</u>    |
| Capital leases (See Note 8):                            |                  |                  |
| Pollution control revenue bonds:                        |                  |                  |
| 5 1/2%, annual redemptions beginning                    |                  |                  |
| December 31, 1983, balance 1997 . . . . .               | 15,250           | 15,250           |
| 5 3/4%, annual redemptions beginning                    |                  |                  |
| October 31, 1984, balance 1998 . . . . .                | 5,000            | 5,000            |
| 5 9/10%, annual redemptions beginning                   |                  |                  |
| February 28, 1985, balance 1999 . . . . .               | 5,300            | 5,300            |
| 6 1/4%, Industrial development revenue bonds, annual    |                  |                  |
| redemptions beginning June 30, 1984, balance 1998 . .   | 2,700            | 2,700            |
|   | <u>28,250</u>    | <u>28,250</u>    |
| Other capital leases . . . . .                          | 22,828           | 23,281           |
|   | <u>\$124,938</u> | <u>\$131,464</u> |

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

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7. Long-Term Debt - Continued

At December 31, 1978 payments due on long-term debt, excluding capital leases, for the succeeding five years are as follows:

|                |          |
|----------------|----------|
| 1979 . . . . . | \$ 5,277 |
| 1980 . . . . . | 5,395    |
| 1981 . . . . . | 15,293   |
| 1982 . . . . . | 9,196    |
| 1983 . . . . . | 11,411   |

Amounts authorized by indentures relating to the Company's 8 1/4% and 4 5/8% sinking fund debentures are \$40,000 and \$35,000, respectively; none of these debentures are held by or for the Company or any of its affiliates. Repayment requirements of the sinking fund debentures have been met.

Expenses in connection with the issuance of long-term debt are being amortized over the life of the debt on the straight-line method.

The Company has certain restrictions, principally under long-term debt instruments, with respect to the payment of cash dividends and the purchase or redemption of Company stocks. The amount of earnings reinvested in the business free of such restrictions at December 31, 1978 was approximately \$84,200.

8. Leasing Arrangements

The Company leases land and buildings (principally wholesale supply distribution facilities) and machinery and equipment (principally mobile equipment) under various capital and operating leases. The land and building leases expire at various dates through 1996 and the machinery and equipment leases expire during the next 8 years. Certain leases include options at their expiration for lease renewal or purchase of the leased property at prices not exceeding fair rental or market value at the option date.

The Company has guaranteed the repayment of the pollution control and industrial development revenue bonds issued in prior years to finance the construction of facilities which the Company is leasing from the governmental authorities which issued the bonds. The lease agreements provide for annual lease payments equal to the bond redemption requirements, plus accrued interest. Such lease payments consist of interest requirements of \$1,608 per annum through 1982 and bond redemption and interest requirements

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

8. Leasing Arrangements - Continued

thereafter. Under the lease agreements, the Company has the option to purchase such facilities, commencing with the scheduled redemption periods, for the then outstanding amount of bonds, plus a premium, or for one dollar at the conclusion of each lease.

At December 31, 1978, future minimum lease payments under capital leases (together with the present value of the net minimum lease payments) were as follows:

Year ending December 31,

|  |                 |
|--|-----------------|
| 1979 . . . . .   | \$ 9,173        |
| 1980 . . . . .   | 8,963           |
| 1981 . . . . .   | 7,716           |
| 1982 . . . . .   | 6,173           |
| 1983 . . . . .   | 5,851           |
| Later years . . . . .  | <u>56,503</u>   |
| Total minimum lease payments . . . . .   | 94,379          |
| Less, Amount representing estimated<br>executory costs . . . . .   | <u>(1,180)</u>  |
| Net minimum lease payments . . . . .   | 93,199          |
| Less, Amount representing interest . . . . .   | <u>(36,270)</u> |
| Present value of minimum lease payments;<br>(current and non-current long-term<br>debt of \$5,851 and \$51,078,<br>respectively) . . . . . | <u>\$56,929</u> |

The Company also leases machinery and equipment under operating leases. Rental expense for operating leases in 1978 and 1977 was \$10,011 and \$6,819, respectively. At December 31, 1978, future minimum rental payments required under operating leases that have non-cancellable lease terms in excess of one year were as follows:

Year ending December 31,

|                       |                 |
|-----------------------|-----------------|
| 1979 . . . . .        | \$ 3,652        |
| 1980 . . . . .        | 3,386           |
| 1981 . . . . .        | 2,565           |
| 1982 . . . . .        | 2,162           |
| 1983 . . . . .        | 1,765           |
| Later years . . . . . | <u>5,729</u>    |
| Total . . . . .       | <u>\$19,259</u> |

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

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9. Proceeds from Sale of Future Production

In June, 1977, the Company sold future production from certain limestone deposits for \$25,000. Under the agreement, the Company received \$12,500 in June, 1977 and the remainder in December, 1978. The proceeds have been deferred and will be reflected in income, together with related costs and expenses, as the limestone is produced and sold. An amount equivalent to interest is payable by the Company at an average rate of 8.9% of the outstanding production payment.

10. Preferred Shares

At December 31, 1978, preferred shares authorized were as follows:  
\$4 cumulative, no par - 8,359; \$4.50 Series A Convertible Second, \$100 par - 14,778;  
\$2.25 Series B Convertible Second, no par - 341,810. Cash dividends in 1978 and 1977 amounted to \$291 and \$654, respectively.

During 1977, the Company extended an offer (which expired on May 27, 1977) to the holders of the \$2.25 and \$4.50 Convertible preferred shares to exchange their shares for common shares of the Company in the ratios of two common shares and four common shares for each share of preferred, respectively. In addition, the Company extended an offer to the holders of the \$4 preferred shares to tender each of their shares for \$75.00 in cash.

Assuming that the common shares issued under the exchange offer had been issued as of January 1, 1977, the pro forma net income per share for 1977, adjusted for convertible preferred dividends, would be \$2.93. The pro forma effect of assuming the repurchase of the \$4.00 cumulative preferred stock as of January 1, 1977 is not material.

At the 1978 Annual Meeting, the shareholders' approved retirement of all preferred shares held in treasury as of December 31, 1977 and such shares have been reflected as retired in the accompanying financial statements as of that date.

At December 31, 1978, after giving effect to the payment of the 5% common stock dividend, each share of the \$4.50 and \$2.25 series preferred stock is convertible into 3.185 and 1.337 shares of common stock, respectively.



THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

10. Preferred Shares - Continued

Transactions in preferred shares during 1978 and 1977 are as follows:

|                               | <u>\$4 Cumulative</u> |                 | <u>\$4.50 Series A</u> |                 | <u>\$2.25 Series B</u> |                 |
|-------------------------------|-----------------------|-----------------|------------------------|-----------------|------------------------|-----------------|
|                               | <u>Issued</u>         | <u>Treasury</u> | <u>Conv.</u>           | <u>Second</u>   | <u>Conv.</u>           | <u>Second</u>   |
|                               | <u>Issued</u>         | <u>Treasury</u> | <u>Issued</u>          | <u>Treasury</u> | <u>Issued</u>          | <u>Treasury</u> |
| <u>1977</u>                   |                       |                 |                        |                 |                        |                 |
| Balance, January 1, 1977      | 37,280                | (1,237)         | 118,604                | -               | 398,800                | -               |
| Exchange of shares            | -                     | -               | -                      | (103,820)       | -                      | (305,890)       |
| Purchase of shares            | -                     | (27,684)        | -                      | (6)             | -                      | (300)           |
| Retirement of treasury shares | (28,921)              | 28,921          | (103,826)              | 103,826         | (306,190)              | 306,190         |
| Balance, December 31, 1977    | 8,359                 | -               | 14,778                 | -               | 92,610                 | -               |
| <u>1978</u>                   |                       |                 |                        |                 |                        |                 |
| Purchase of shares            | -                     | (5,520)         | -                      | (1,041)         | -                      | (400)           |
| Conversion of shares          | -                     | -               | (2,947)                | -               | (3,630)                | -               |
| Balance, December 31, 1978    | <u>8,359</u>          | <u>(5,520)</u>  | <u>11,831</u>          | <u>(1,041)</u>  | <u>88,980</u>          | <u>(400)</u>    |

The caption "Exchange of shares" includes 30 shares of \$4.50 Series A and 745 shares of \$2.25 Series B preferred stocks which were converted into 90 and 942 shares of common stock, respectively, during 1977.

The \$4 preferred stock has a sinking fund provision requiring the annual redemption of 2,000 shares. The Company has acquired sufficient shares to satisfy this requirement through 1993.

The aggregate involuntary liquidation or redemption amount of the outstanding preferred stocks at December 31, 1978 was \$5,792 and the voluntary amount was \$6,087.

The amounts (plus accrued dividends) to which each share is entitled are:

|  | <u>Involuntary</u> | <u>Voluntary</u> |
|--|--------------------|------------------|
| \$4 cumulative . . . . .               | \$100.00           | \$107.00         |
| \$4.50 Series A convertible second . . | 100.00             | 105.00           |
| \$2.25 Series B convertible second     | 50.00              | 52.50            |

At December 31, 1978, the use of earnings reinvested in the business is not restricted by the excess (\$3,775) of the aggregate involuntary liquidation amount over the stated value of the \$2.25 preferred stock.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

11. Common Shares

During 1977, the number of authorized shares of common stock (\$5 par value) was increased from 10,000,000 to 20,000,000.

Common stock reserved for options and for conversion of preferred shares aggregated 209,153 and 152,782 shares, respectively, at December 31, 1978. No capital shares of the Company are reserved for options, warrants, conversions or other rights except as indicated in this note.

On December 6, 1978, the Board of Directors declared a 5% stock dividend payable January 25, 1979 to stockholders of record December 21, 1978. Per share amounts and stock option data have been retroactively adjusted for stock dividends declared through December 31, 1978. The effect of the 5% stock dividend was to reduce earnings per share by \$.27 and \$.15 in 1978 and 1977, respectively.

Cash dividends in 1978 and 1977 amounted to \$9,411 (\$1.33 per share) and \$7,674 (\$1.14 per share), respectively.

Transactions in common shares during 1978 and 1977 are as follows:

|  | Shares<br>Issued | Treasury<br>Shares |
|--|------------------|--------------------|
| <u>1977</u>                                |                  |                    |
| Balance, January 1, 1977 . . . . .         | 5,924,239        | (294,500)          |
| Exercise of stock options . . . . .        | 11,800           | -                  |
| Exchange of preferred for common . . . . . | 1,026,482        | -                  |
| Retirement of treasury shares . . . . .    | (294,500)        | <u>294,500</u>     |
| Balance, December 31, 1977 . . . . .       | 6,668,021        | -                  |
| <u>1978</u>                                |                  |                    |
| Exercise of stock options . . . . .        | 63,650           | -                  |
| Conversion of preferred stocks . . . . .   | 13,471           | -                  |
| Stock dividend . . . . .                   | <u>337,258</u>   | <u>-</u>           |
| Balance, December 31, 1978 . . . . .       | <u>7,082,400</u> | <u>-</u>           |

Under stock option plans approved by shareholders in 1972 and 1969, the Company is authorized to grant options over a ten-year period to certain officers and employees for the purchase of a maximum of 200,000 and 100,000 shares of common stock, respectively. The plans provide: (1) the option price may not be less than the fair market value at date of grant; (2) amounts applicable to options exercised must be

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

11. Common Shares - Continued

paid in full on the date of exercise; (3) options are exercisable twelve months after grant and expire five years after date of grant; and (4) no option may be exercised while any options previously granted under these plans are outstanding at a higher price. No charges are made to income in connection with the granting or exercising of these options.

When options for common stock are exercised, the par value of the shares issued is credited to "Common Stock" and the excess of the option price over par value is credited to "Capital Surplus".

Information with respect to these plans follows:

|  | Number<br>of Shares | Option Price |                | Market Value  |                |
|--|---------------------|--------------|----------------|---------------|----------------|
|  |                     | Per Share    | Total          | Per Share     | Total          |
| Shares under option at<br>December 31, 1978 (a)            |                     |              |                |               |                |
| Year of grant:   |                     |              |                |               |                |
| 1977 . . . . .   | 84,781              | \$20.2976    | \$1,721        | \$20.2976 (b) | \$1,721        |
| 1975 . . . . .   | 18,480              | 14.1071      | 261            | 14.1071 (b)   | 261            |
|  | <u>103,261</u>      |              | <u>\$1,982</u> |               | <u>\$1,982</u> |
| Options first exercisable:                                 |                     |              |                |               |                |
| 1978 . . . . .   | 113,150             | 21.3125      | \$2,412        | 21.625 (c)    | \$2,447        |
| 1977 . . . . .   | None                |              |                |               |                |
| Options exercised:   |                     |              |                |               |                |
| 1978 . . . . .   | 63,650              | 14.8125      | 1,158          | 20.125 (d)    | 1,704          |
|  |                     | to           |                | to            |                |
|  |                     | 21.3125      |                | 38.25         |                |
| 1977 . . . . .   | 11,800              | 14.8125      | 180            | 17.375 (d)    | 248            |
|  |                     | to           |                | to            |                |
|  |                     | 16.00        |                | 22.00         |                |
| Options granted:   |                     |              |                |               |                |
| 1978 . . . . .   | None                |              |                |               |                |
| 1977 . . . . .   | 114,150             | 21.3125      | 2,433          | 21.3125 (b)   | 2,433          |
| Options cancelled:   |                     |              |                |               |                |
| 1978 . . . . .   | 1,500               | 21.3125      | 32             |               |                |
| 1977 . . . . .   | 1,500               | 14.8125      | 29             |               |                |
|  |                     | and          |                |               |                |
|  |                     | 21.3125      |                |               |                |
| Options expired:   |                     |              |                |               |                |
| 1978 . . . . .   | 325                 | 16.00        | 5              |               |                |
| 1977 . . . . .   | 18,900              | 31.00        | 586            |               |                |
| Shares available for future options<br>at December 31 (a): |                     |              |                |               |                |
| 1978 . . . . .   | 105,886             |              |                |               |                |
| 1977 . . . . .   | 103,971             |              |                |               |                |

- (a) After giving effect to 5% stock dividend.  
(b) At dates options were granted.  
(c) At dates options first became exercisable.  
(d) At dates options were exercised.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
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12. Other Income, Net

Other income, net consists of the following:

|   | <u>1978</u>     | <u>1977</u>     |
|---|-----------------|-----------------|
| Net gain on sale or termination of<br>certain operations . . . . .                                  | \$ 6,167        | \$ 1,335        |
| Estimated loss on investment of Hajoca Corpora-<br>tion (formerly Gable Industries, Inc.) . . . . . | (6,712)         | -               |
| Net gains on sale of property and equipment . . . . .   | 1,172           | 1,950           |
| Unrealized Canadian currency exchange loss . . . . .  | (1,347)         | (1,467)         |
| Equity in net earnings of associated companies . . . . .  | 652             | 662             |
| Interest income . . . . .   | 1,596           | 646             |
| Miscellaneous, net . . . . .  | 279             | 939             |
|   | <u>\$ 1,807</u> | <u>\$ 4,065</u> |

The pre-tax gain on sale or termination of certain operations (\$6,167) results principally from the sale of the Company's wood fiber products plant in Mississippi. These transactions increased net income by \$3,914 (\$.55 per common share). Net sales and net income for these operations included in 1978 operating results prior to sale or termination are not significant.

During the fourth quarter of 1978, the Company re-evaluated its investments in associated companies. Due to certain changes in management's policy with respect to its investments in associated companies, the Board of Directors authorized management to pursue appropriate plans for disposition of its investment in Hajoca Corporation (44% owned). The carrying value of such investment has been written down to estimated net realizable value and is included in other assets. The effect of such write-down on 1978 results of operations is to decrease net income and earnings per share by \$4,489 and \$.64, respectively.

13. Pension Plans

The Company and its subsidiaries have various pension plans, some of which are contributory, covering substantially all salaried and sales employees and certain hourly employees. Pension costs under the plans in 1978 and 1977 were \$5,535 and \$5,372, respectively. The actuarially computed value of vested benefits of all Company pension plans as of the latest actuarial valuation date of each plan was \$79,400, of which approximately 82%, or \$65,200 is funded, the balance being funded in accordance with the requirements of the Employee Retirement Income Security Act of 1974 or other applicable law. Unfunded prior service costs amounts to approximately \$23,700 at December 31, 1978. In addition, the Company contributed \$1,646 and \$1,488 in 1978 and 1977, respectively, to various joint industry and union administered pension plans, where the Company contributes defined amounts per unit worked.



THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

14. Income Taxes

The components of the provision for income taxes are as follows:

|                             | U. S. Federal   |                 | Foreign       |               | State and Local |                | Total           |                 |
|-----------------------------|-----------------|-----------------|---------------|---------------|-----------------|----------------|-----------------|-----------------|
|                             | 1978            | 1977            | 1978          | 1977          | 1978            | 1977           | 1978            | 1977            |
| Currently payable . . . . . | \$23,583        | \$10,112        | \$ 992        | \$ 734        | \$3,474         | \$1,943        | \$28,049        | \$12,789        |
| Deferred . . . . .          | (325)           | 817             | (413)         | (221)         | 307             | 230            | (431)           | 826             |
|                             | <u>\$23,258</u> | <u>\$10,929</u> | <u>\$ 579</u> | <u>\$ 513</u> | <u>\$3,781</u>  | <u>\$2,173</u> | <u>\$27,618</u> | <u>\$13,615</u> |

Provisions for income taxes are based on the tax effects of transactions which are included in the determination of pre-tax accounting income, and appropriate provision is made for deferred income taxes as follows:

|   | 1978            | 1977          |
|---|-----------------|---------------|
| Excess of tax over book depreciation . . . . .  | \$ 3,740        | \$ 3,136      |
| Writedown of certain assets to estimated realizable value which<br>are not deductible in the same period for tax purposes . . . . . | (2,606)         | (2,311)       |
| Other . . . . .   | (1,565)         | 1             |
|   | <u>\$ (431)</u> | <u>\$ 826</u> |

The reconciliation of the Company's effective tax rate to the federal statutory rate of 48% is as follows:

|   | 1978         | 1977         |
|---|--------------|--------------|
| U. S. federal statutory income tax rate . . . . .   | 48.0%        | 48.0%        |
| Investment tax credits . . . . .                    | (6.7)        | (5.6)        |
| Excess of percentage over cost depletion . . . . .  | (3.5)        | (5.1)        |
| State income taxes . . . . .                        | 3.0          | 3.3          |
| Unrealized foreign currency exchange loss . . . . . | 1.1          | 2.0          |
| Other . . . . .                                     | .4           | (3.1)        |
| Effective Tax Rate . . . . .                        | <u>42.3%</u> | <u>39.5%</u> |

Investment tax credits utilized as a reduction of U. S. federal income taxes currently payable amounted to \$4,303 and \$1,785 for 1978 and 1977, respectively.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

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15. Contingencies

In 1973, the Company and certain other manufacturers and sellers of polyurethane foam were named as party defendants in a private civil suit instituted in Federal District Court in Arizona as a class action by the State of Arizona and others (the "first Cook case"). The case was dismissed as to the Company in 1974 and the decision by the District Court was affirmed by the Circuit Court of Appeals for the Ninth District in August, 1976. After a request for a rehearing was denied, plaintiffs filed a petition for review by the U. S. Supreme Court which was denied in March, 1977.

In 1975, litigation was instituted in the state courts in Arizona and California against the Company on behalf of certain named plaintiffs who would have been members of the class in the first Cook case. The cases filed in state court in California have been removed to the Federal courts and transferred to the District of Arizona. The Company's motions to dismiss these several actions on various grounds and against various plaintiffs have been granted in part and denied in part. Discovery is proceeding in these cases.

Several other plaintiffs have sued in the state courts in California, Nevada and Tennessee to recover for personal injury and property damage allegedly caused by polyurethane foam installations.

Based upon the investigation made to date of the facts and legal issues involved, it is the opinion of the counsel engaged to represent the Company in the above several actions that the Company has meritorious defenses to them. Depending upon various circumstances, some or all of the damages, if any are ultimately awarded, would be covered by insurance.

The Company has been named as defendant, along with numerous other defendants, in a number of actions commenced in Federal courts in various states by plaintiffs, purporting to represent various groups alleging that the Portland Cement Association and its members, including the Company, have violated the antitrust laws by engaging in a conspiracy to fix, stabilize and maintain the price of cement. No specific amount of money damages is claimed. These actions, most of which have been remanded to the District of Arizona, are only in a preliminary stage. Management of the Company denies the allegations. Based upon investigation of the allegations to date counsel engaged to represent the Company in these actions believes that the position of management is sound and remains of the opinion that the Company has meritorious defenses to the claims. The Company intends to defend the actions vigorously.

The Company is also party to other routine claims and suits brought against it in the ordinary course of business. In the opinion of management, all such matters are adequately covered by insurance or, if not so covered, the results are not expected to materially affect the Company's financial position.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

16. Segment Data

Information about the Company's operations in different industries for the years ended December 31, 1978 and 1977 is as follows:

| <u>1978</u>                                    | <u>Building<br/>Products</u> | <u>Cement<br/>and Lime<br/>Products</u> | <u>Stone<br/>Products</u> | <u>Canadian<br/>Operations</u> | <u>Eliminations</u> | <u>Con-<br/>solidated</u> |
|--|------------------------------|---|---------------------------|--------------------------------|---------------------|---------------------------|
| Net sales to unaf-<br>filiated customers       | \$413,998                    | \$128,733                               | \$117,944                 | \$69,500                       | -                   | \$730,175                 |
| Intersegment net<br>sales                      | 33                           | 3,998                                   | 1,339                     | 3,856                          | (\$9,226)           | -                         |
| Total net sales                                | <u>\$414,031</u>             | <u>\$132,731</u>                        | <u>\$119,283</u>          | <u>\$73,356</u>                | <u>(\$9,226)</u>    | <u>\$730,175</u>          |
| Operating profit                               | <u>\$ 48,633</u>             | <u>\$ 27,636</u>                        | <u>\$ 10,418</u>          | <u>\$ 2,876</u>                | <u>-</u>            | \$ 89,563                 |
| Canadian currency<br>exchange loss             |                              |   |                           |                                |                     | (1,347)                   |
| General corporate<br>expenses, net             |                              |   |                           |                                |                     | (9,822)                   |
| Interest expense                               |                              |   |                           |                                |                     | <u>(13,055)</u>           |
| Income before<br>income taxes                  |                              |   |                           |                                |                     | <u>\$ 65,339</u>          |
| Identifiable assets<br>at December 31,<br>1978 | <u>\$157,781</u>             | <u>\$168,723</u>                        | <u>\$ 68,107</u>          | <u>\$59,954</u>                | <u>-</u>            | \$454,565                 |
| Investments in<br>associated<br>companies      |                              |   |                           |                                |                     | 24,864                    |
| Corporate assets                               |                              |   |                           |                                |                     | <u>72,155</u>             |
| Total assets at<br>December 31, 1978           |                              |   |                           |                                |                     | <u>\$551,584</u>          |

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

16. Segment Data - Continued

| <u>1977</u>                                    | <u>Building<br/>Products</u> | <u>Cement<br/>and Lime<br/>Products</u> | <u>Stone<br/>Products</u> | <u>Canadian<br/>Operations</u> | <u>Eliminations</u> | <u>Con-<br/>solidated</u> |
|--|------------------------------|---|---------------------------|--------------------------------|---------------------|---------------------------|
| Net sales to unaf-<br>filiated customers       | \$324,388                    | \$103,532                               | \$ 94,765                 | \$64,732                       | -                   | \$587,417                 |
| Intersegment net<br>sales                      | 656                          | 3,438                                   | 1,337                     | 2,961                          | (\$8,392)           | -                         |
| Total net sales                                | <u>\$325,044</u>             | <u>\$106,970</u>                        | <u>\$ 96,102</u>          | <u>\$67,693</u>                | <u>(\$8,392)</u>    | <u>\$587,417</u>          |
| Operating profit                               | <u>\$ 27,160</u>             | <u>\$ 15,234</u>                        | <u>\$ 8,337</u>           | <u>\$ 2,972</u>                | <u>-</u>            | \$ 53,703                 |
| Canadian currency<br>exchange loss             |                              |   |                           |                                |                     | (1,467)                   |
| General corporate<br>expenses, net             |                              |   |                           |                                |                     | (5,219)                   |
| Interest expense                               |                              |   |                           |                                |                     | <u>(12,553)</u>           |
| Income before<br>income taxes                  |                              |   |                           |                                |                     | <u>\$ 34,464</u>          |
| Identifiable assets<br>at December 31,<br>1977 | <u>\$154,908</u>             | <u>\$152,459</u>                        | <u>\$ 53,794</u>          | <u>\$56,577</u>                | <u>-</u>            | \$417,738                 |
| Investments in<br>associated<br>companies      |                              |   |                           |                                |                     | 23,875                    |
| Corporate assets                               |                              |   |                           |                                |                     | <u>53,801</u>             |
| Total assets at<br>December 31, 1977           |                              |   |                           |                                |                     | <u>\$495,414</u>          |

The Company operates principally in three industries which have been grouped into the following four segments:

Building Products - includes production and sale of gypsum, roofing, insulation and flooring products. Also included are building products distribution centers which carry Flintkote products, as well as products manufactured by others.



THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

16. Segment Data - Continued

Cement and Lime Products - includes production and sale of portland cements, high grade limestone, hydrated lime, quicklime and calcium carbonate.

Stone Products - includes production and sale of concrete, crushed stone products, contract construction services and home repair products.

Canadian Operations - includes production and sale of crushed stone and gypsum rock, contract construction services, bituminous concrete, asphalt road emulsions, flooring products and home repair products. Also included are flooring centers which sell and install Flintkote as well as other manufacturers' flooring products. The Company has organized its Canadian businesses as a separate operating entity, although certain of these operations, principally Stone Products, are similar to the Company's domestic activities.

Total revenue by business segment includes both sales to unaffiliated customers, as reported in the Company's consolidated income statement, and intersegment sales. Intersegment sales of Cement and Lime Products are principally at market and all other intersegment sales are principally at cost.

Depreciation and depletion and capital expenditures during 1978 and 1977 for each of the segments were as follows:

|                                  | Depreciation<br>and Depletion |             | Capital<br>Expenditures |             |
|----------------------------------|-------------------------------|-------------|-------------------------|-------------|
|                                  | <u>1978</u>                   | <u>1977</u> | <u>1978</u>             | <u>1977</u> |
| Building Products . . . . .      | \$7,260                       | \$7,029     | \$11,871                | \$ 6,126    |
| Cement and Lime Products . . . . | 7,995                         | 9,078       | 19,132                  | 20,528      |
| Stone Products . . . . .         | 4,595                         | 4,693       | 14,503                  | 4,946       |
| Canadian Operations . . . . .    | 3,062                         | 3,069       | 4,642                   | 2,995       |

General corporate expenses, net, principally include unallocated corporate costs, net gains on disposals of property not identified with current operations of a specific segment, earnings of associated companies, and in 1978, loss on writedown of investment in Hajoca Corporation to estimated net realizable value.

Corporate assets consist of items not identifiable with or currently utilized by specific business segments, including cash, certain receivables, property under construction and investments held for disposition.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS — Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

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16. Segment Data - Continued

Investments in associated companies is principally the Company's investment in Adobe Oil & Gas Corporation which operates principally in the United States. Adobe engages in the exploration and recovery of petroleum and natural gas products and has interests in coal mining operations and a refinery.

17. SEC Replacement Cost Data (Unaudited)

The replacement cost information presented in this section of the financial statements is furnished pursuant to Rule 3-17 of Regulation S-X which was announced in the Securities and Exchange Commission's Accounting Series Release No. 190. In that Release, the SEC cautioned investors and analysts against "simplistic use" of replacement cost information. In issuing that warning, the SEC stated:

"...(The Commission) intentionally determined not to require the disclosure of the effect on net income of calculating cost of sales and depreciation on a current replacement cost basis, both because there are substantial theoretical problems in determining an income effect and because it did not believe that users should be encouraged to convert the data into a single revised net income figure. The data are not designed to be a simple road map to the determination of 'true income'. In addition, investors must understand that due to the subjective judgments and the many different specific factual circumstances involved, the data will not be fully comparable among companies and will be subject to errors of estimation."

The replacement cost information is based on the hypothetical assumption that the Company would replace its inventory and productive capacity at the end of its fiscal year, whether or not the funds to do so were available or such "instant" replacement were physically possible. This assumption requires that management contemplate many actions at the end of each year that ordinarily would not be addressed all at one time. Accordingly, the information should not be interpreted to indicate that the Company actually has present plans to replace its productive capacity or that actual replacement would or could take place in the manner assumed in estimating the information. In the normal course of business, the Company will replace its productive capacity over an extended period of time. Decisions concerning replacement will be made in the light of economic, regulatory and competitive conditions existing at the time such determinations are made and could differ substantially from the assumptions on which the data included herein are based.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

17. SEC Replacement Cost Data (Unaudited) - Continued

Replacement cost information required by Rule 3-17 is as follows:

|  | <u>At December 31, 1978</u> |                          | <u>At December 31, 1977</u> |                          |
|--|-----------------------------|--------------------------|-----------------------------|--------------------------|
|  | <u>Replacement</u>          | <u>Historical</u>        | <u>Replacement</u>          | <u>Historical</u>        |
|  | <u>Cost</u>                 | <u>Cost</u>              | <u>Cost</u>                 | <u>Cost</u>              |
| Inventories:                           |                             |                          |                             |                          |
| Finished goods and work-in-process . . | \$ 54,129                   | \$ 48,872                | \$ 53,336                   | \$ 48,132                |
| Raw materials . . . . .                | 18,467                      | 17,761                   | 16,625                      | 16,187                   |
| Operating supplies . . . . .           | 9,629                       | 9,380                    | 9,699                       | 9,488                    |
|  | <u>\$ 82,225</u>            | <u>\$ 76,013</u>         | <u>\$ 79,660</u>            | <u>\$ 73,807</u>         |
| Property, plant and equipment:         |                             |                          |                             |                          |
| Buildings and land fixtures . . . . .  | \$179,915                   | \$ 84,279                | \$174,520                   | \$ 84,090                |
| Machinery, equipment and furniture . . | 718,810                     | 364,275                  | 644,619                     | 332,758                  |
|  | 898,725                     | 448,554                  | 819,139                     | 416,848                  |
| Less, Allowances for depreciation .    | 442,300                     | 206,020                  | 414,361                     | 201,701                  |
|  | <u>\$456,425</u>            | <u>\$242,534</u>         | <u>\$404,778</u>            | <u>\$215,147</u>         |
|  |                             |                          |                             |                          |
|  | <u>Year Ended</u>           | <u>December 31, 1978</u> | <u>Year Ended</u>           | <u>December 31, 1977</u> |
|  | <u>Replacement</u>          | <u>Historical</u>        | <u>Replacement</u>          | <u>Historical</u>        |
|  | <u>Cost</u>                 | <u>Cost</u>              | <u>Cost</u>                 | <u>Cost</u>              |
| Cost of Sales . . . . .                | \$609,108                   | \$585,994                | \$507,834                   | \$488,727                |
| Current Year Depreciation/Depletion:   |                             |                          |                             |                          |
| Included in above Cost of Sales . . .  | 37,813                      | 19,875                   | 35,154                      | 19,793                   |
| Included in other accounts . . . . .   | 5,337                       | 3,456                    | 6,748                       | 4,224                    |

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

17. SEC Replacement Cost Data (Unaudited) - Continued

The following table reconciles the historical cost amounts for which replacement cost information is provided, to the related totals shown in the consolidated financial statements:

|   | At December 31, 1978 |                                     |   | At December 31, 1977 |                                     |   |
|---|----------------------|-------------------------------------|---|----------------------|-------------------------------------|---|
|   | Inventory            | Property,<br>Plant and<br>Equipment | Accumulated<br>Depreciation/<br>Depletion | Inventory            | Property,<br>Plant and<br>Equipment | Accumulated<br>Depreciation/<br>Depletion |
| Amounts for which replacement cost<br>information is provided . . . . . | \$76,013             | \$448,554                           | \$206,020                                 | \$73,807             | \$416,848                           | \$201,701                                 |
| Replacement cost information not<br>provided or required:               |                      |                                     |   |                      |                                     |   |
| Land . . . . .  |                      | 8,905                               |   |                      | 9,070                               |   |
| Construction in progress . . . . .                                      |                      | 10,084                              |   |                      | 16,367                              |   |
| Mining properties and rights . . . . .                                  |                      | 20,850                              | 5,312                                     |                      | 19,140                              | 4,882                                     |
| Assets not to be replaced . . . . .                                     |                      | 19,209                              | 12,727                                    |                      | 18,786                              | 11,245                                    |
| Leased land . . . . .   |                      | 1,723                               | 230                                       |                      | 1,723                               | 146                                       |
| Total as shown on the accompany-<br>ing balance sheet                   | <u>\$76,013</u>      | <u>\$509,325</u>                    | <u>\$224,289</u>                          | <u>\$73,807</u>      | <u>\$481,934</u>                    | <u>\$217,974</u>                          |



THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

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17. SEC Replacement Cost Data (Unaudited) - Continued

The basic replacement cost data presented above do not reflect any operating cost savings which may result from the replacement of existing assets. If the Company's productive capacity were to be replaced in the manner assumed in the calculation of replacement cost, certain costs in addition to depreciation expense would be altered. Although these expected cost changes cannot be quantified with precision, the current level of operating costs other than depreciation would be reduced as a result of the technological improvements assumed in the hypothetical replacement. In the opinion of management, such operating cost efficiencies would be significant.

The replacement cost information presented does not reflect all of the effects of inflation and other economic factors on the Company's current cost of operating the business. Rule 3-17 does not require consideration of these effects on assets and liabilities other than as stated herein. The Company has not attempted to quantify the total impact of inflation and changes in other economic factors on its business because of the many unresolved conceptual problems involved in doing so. Further, the above replacement cost information standing alone does not recognize the customary relationships between cost changes and changes in selling prices. The Company has attempted over the years to adjust selling prices to maintain profit margins. Competitive conditions permitting, the Company expects to modify its selling prices to recognize future cost changes.

The replacement cost of inventories was calculated by using prevailing year-end prices of purchased items and the approximate year-end production cost of manufactured items adjusted for seasonal distortions and includes depreciation based on replacement cost of productive capacity. Accordingly, such replacement cost may not compare to any costs which may be actually incurred in the subsequent replacement (after sale) of such inventories.

Replacement costs of productive capacity for 1977 were developed principally through indexing of 1976 cost (76%) and direct pricing (20%). Replacement costs for 1978 were based mainly on indexing of 1977 costs.

Replacement cost of sales was estimated through adjustment of each operation's historical costs for the time lag between incurring inventory costs and their subsequent conversion into sales revenue.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

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17. SEC Replacement Cost Data (Unaudited) - Continued

Depreciation based on the replacement cost of productive capacity has been estimated on a straight-line basis using the same estimates of useful life utilized in preparing the historical cost financial statements. Average replacement cost of productive capacity during the year was the basis upon which depreciation expense was computed. Where depreciation or depletion of mineral resource assets and other assets for which replacement cost has not been provided is included as a component of cost of sales or other accounts, such component has been included in the replacement cost data at the historical cost amount.

Replacement cost data is not required for assets classified as mineral properties and rights, however, disclosure of costs incurred currently in the acquisition, exploration and development of mining properties is required. During 1978 \$1,846 was spent on the acquisition of mining properties. Other expenditures consisted of development costs relating to stripping of overburden from mining properties, which are deferred as incurred and charged to income as the minerals are extracted. During 1978, \$2,183 was expended for stripping activities and \$3,212 was charged to income. Comparable amounts for 1977 were \$1,735 and \$1,811, respectively. Unamortized stripping expense at the end of 1978 and 1977 amounted to \$1,219 and \$2,248, respectively. Competitive conditions permitting, the Company expects to modify its selling price to recognize future cost changes.

Assets identified as "Not to be replaced" are primarily related to operations terminated and to surplus assets at various locations.

Replacement cost amounts related to foreign (Canadian) assets have been initially calculated in Canadian currency and translated to U. S. Dollars using year-end rates of exchange. Replacement cost amounts related to Canadian cost of sales and depreciation expense have been translated using average annual rates of exchange.

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS -- Continued

(All dollar amounts, except per share amounts,  
expressed in thousands of dollars)

18. Quarterly Financial Data (Unaudited)

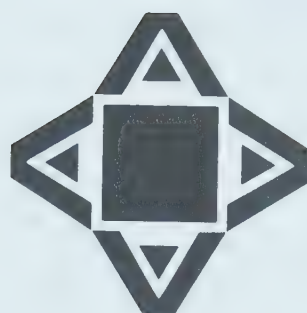
Summarized quarterly financial data for 1978 and 1977 is as follows:

|   | Three Months Ended                |                                   |                                   |                                   |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
|   | <u>March 31</u>                   | <u>June 30</u>                    | <u>September 30</u>               | <u>December 31</u>                |
| <u>1978</u>   |                                   |                                   |                                   |                                   |
| Net sales   | <u>\$123,424</u>                  | <u>\$199,334</u>                  | <u>\$217,633</u>                  | <u>\$189,784</u>                  |
| Cost of sales   | <u>\$103,661</u>                  | <u>\$158,944</u>                  | <u>\$171,206</u>                  | <u>\$152,183</u>                  |
| Other expenses and<br>income, net   | <u>17,629</u><br><u>\$121,290</u> | <u>20,662</u><br><u>\$179,606</u> | <u>20,114</u><br><u>\$191,320</u> | <u>20,437</u><br><u>\$172,620</u> |
| Net income  | <u>\$ 1,418</u>                   | <u>\$ 12,319</u>                  | <u>\$ 15,527</u>                  | <u>\$ 8,457</u>                   |
| Net income per share<br>after provision for<br>preferred dividends        | <u>\$.19</u>                      | <u>\$1.74</u>                     | <u>\$2.18</u>                     | <u>\$1.20</u>                     |
| <u>1977</u>   |                                   |                                   |                                   |                                   |
| Net sales   | <u>\$ 98,678</u>                  | <u>\$157,648</u>                  | <u>\$179,692</u>                  | <u>\$151,399</u>                  |
| Cost of sales   | <u>\$ 85,778</u>                  | <u>\$128,852</u>                  | <u>\$146,892</u>                  | <u>\$127,205</u>                  |
| Other expenses and<br>income, net   | <u>14,098</u><br><u>\$ 99,876</u> | <u>16,509</u><br><u>\$145,361</u> | <u>16,410</u><br><u>\$163,302</u> | <u>17,209</u><br><u>\$144,414</u> |
| Net income (loss)   | <u>(\$ 637)</u>                   | <u>\$ 7,410</u>                   | <u>\$ 9,875</u>                   | <u>\$ 4,201</u>                   |
| Net income (loss) per<br>share after provision<br>for preferred dividends | <u>(\$.16)</u>                    | <u>\$1.19</u>                     | <u>\$1.47</u>                     | <u>\$ .58</u>                     |

The fourth quarter of 1978 includes disposal or termination of certain operations and writedown of investment (see Other income, net - Note 12).







GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE III - INVESTMENTS IN, EQUITY IN EARNINGS OF, AND DIVIDENDS RECEIVED FROM AFFILIATES

For the Year Ended December 31, 1978  
(thousands of dollars)

| Column A   | Column B  |                   |
|--|---|-------------------|
|  | Balance at Beginning of Period                                |                   |
| Name of Issuer and Description of Investment   | Number of Shares or Units Principal Amount of Bonds and Notes | Amount in Dollars |
| COMPANY  |   |                   |
| SUBSIDIARIES CONSOLIDATED:   |   |                   |
| Abbey Glen Property Corporation:   |   |                   |
| Common Shares without nominal or par value.....  | 1,139,028   | 8,605             |
| Con-Force Costain Concrete Tie Co. Ltd.:   |   |                   |
| Class A shares without nominal or par value.....   | -   | -                 |
| Con-Force Limited:   |   |                   |
| Preferred and Common Shares.....   | 13,000  | 3,964             |
| Engineered Homes Limited:  |   |                   |
| Shares without nominal or par value.....   | -   | -                 |
| Genstar Construction Limited:  |   |                   |
| Common Shares without par value.....   | -   | -                 |
| Genstar Enterprises Limited:   |   |                   |
| Preferred and Common Shares without nominal or par value.....                                  | 130,800   | 27,149            |
| Genstar Holdings N.V.:   |   |                   |
| Common and Preferred Shares of a par value of 10 and 100 Dutch guilders each respectively..... | 537,100   | 29,932            |
| Genstar International S.A.:  |   |                   |
| Common Shares of a par value U.S. \$20 each.....   | 1,250,000   | 26,096            |
| Genstar Marine Limited:  |   |                   |
| Preferred and Common Shares of a par value of \$1,000 each.....                                | 31,401  | 22,889            |
| Genstar Services Limited (formerly Genstar Securities Limited):                                |   |                   |
| Common Shares without nominal or par value.....  | 5,000   | 5,000             |
| G.N.C. Realty Products Limited:  |   |                   |
| Preference Shares \$100 par value and Common Shares of no par value.....                       | -   | -                 |
| Indussa Corporation:   |   |                   |
| Common Shares of a par value of \$100 each.....  | 15,000  | 3,460             |
| International Fertilizers Limited:   |   |                   |
| Common Shares of a par value of \$100 each.....  | 12,750  | 1,436             |
| Keith Construction Limited:  |   |                   |
| Shares of no par value.....  | -   | -                 |
| McAllister Towing and Salvage Ltd.:  |   |                   |
| Common Shares without nominal or par value.....  | 750   | 750               |
| Miron Company Ltd.:  |   |                   |
| Preferred Series A, Class A and ordinary shares.....   | 3,725,060   | 23,910            |
| Ocean Construction Supplies Limited:   |   |                   |
| Shares of a par value of \$100 each.....   | -   | -                 |
| Redi-Mix Limited:  |   |                   |
| Common Shares without nominal or par value.....  | 223,677   | 3,206             |
| Other:   |   |                   |
| Common and Preferred Shares.....   | 112,747   | 1,348             |
|  |   | <u>\$157,745</u>  |
| 50%-OWNED COMPANIES:   |   |                   |
| Other:   |   |                   |
| Common Shares.....   |   | <u>\$ 1</u>       |
| CONSOLIDATED:  |   |                   |
| Non-consolidated financial services subsidiaries (100%).....                                   | -   | <u>\$ -</u>       |
| 50%-OWNED COMPANIES:   |   |                   |
| Other:   |   |                   |
| Common Shares.....   | 3,756,823   | <u>\$ 9,106</u>   |
| Investment in The Flintkote Company (21.5%).....   | -   | <u>\$ -</u>       |

| Column C  |       | Column D   |       | Column E  |                   | Column F  |
|---|-------|--|-------|---|-------------------|---|
| Additions   |       | Deductions   |       | Balance at End of Period                                      |                   | Dividends Received  |
| Equity Taken Up in Earnings (Losses) of Affiliates and Other Persons for the Period | Other | Distribution of Earnings by Persons in Which Earnings (Losses) Were Taken Up | Other | Number of Shares or Units Principal Amount of Bonds and Notes | Amount in Dollars | During the Period from Investments not accounted for by the Equity Method |
| - 2,210 (2)   |       | - 10,815 (3)   |       | -   | -                 | -   |
| - 750 (3)   |       | - -  |       | 1,500   | 750               | -   |
| - -   |       | - 3,964 (3)  |       | -   | -                 | -   |
| - 1,920 (3)   |       | - -  |       | 1,000   | 1,920             | 1,000   |
| - 6,000 (3)   |       | - -  |       | 6,000,000   | 6,000             | -   |
| - -   |       | - 27,149 (3)   |       | -   | -                 | -   |
| - 36,000 (1)  |       | - -  |       | 1,474,500   | 65,932            | -   |
| - -   |       | - -  |       | 1,250,000   | 26,096            | -   |
| - -   |       | - -  |       | 31,401  | 22,889            | 5,000   |
| - -   |       | - -  |       | 5,000   | 5,000             | -   |
| - 7,840 (3)   |       | - -  |       | 612,000   | 7,840             | -   |
| - 222 (3)   |       | - -  |       | 15,000  | 3,682             | -   |
| - -   |       | - -  |       | 12,750  | 1,436             | -   |
| - 1,935 (3)   |       | - -  |       | 1,000   | 1,935             | 3,300   |
| - -   |       | - -  |       | 750   | 750               | -   |
| - -   |       | - -  |       | 3,725,060   | 23,910            | -   |
| - 27,878 (3)  |       | - -  |       | 11,806  | 27,878            | 2,085   |
| - -   |       | - 3,206 (3)  |       | -   | -                 | -   |
| - 183 (3)   |       | - 385 (3)  |       | 148,267   | 1,146             | -   |
| <u>\$ - \$84,938</u>  |       | <u>\$ - \$(45,519)</u>   |       |   | <u>\$197,164</u>  | <u>\$11,385</u>   |
| <u>\$ - \$ -</u>  |       | <u>\$ - \$ 1 (4)</u>   |       |   | <u>\$ -</u>       | <u>\$ -</u>   |
| <u>\$ 202 \$21,048 (5)</u>  |       | <u>\$ - \$ -</u>   |       | 138,450   | <u>\$ 21,250</u>  | <u>\$ -</u>   |
| <u>\$ (117) \$ -</u>  |       | <u>\$ 8,630 (6)</u>  |       | 44,903  | <u>\$ 359</u>     | <u>\$ -</u>   |
| <u>\$ 3,484 \$58,888 (1)</u>  |       | <u>\$ 913 \$ -</u>   |       | 1,522,500   | <u>\$61,935</u>   | <u>\$ -</u>   |

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE III - INVESTMENTS IN, EQUITY IN EARNINGS OF,  
AND DIVIDENDS RECEIVED FROM AFFILIATES

For the Year Ended December 31, 1978  
(thousands of dollars)

1. Purchased for cash.
2. Acquired in exchange for Series D preferred shares.
3. Acquired (eliminated) on amalgamation of Genstar Limited with subsidiaries.
4. Sale for cash at equity value.
5. Purchased for cash and debentures.
6. Disposal of investment and reclassification to current assets.
7. All subsidiaries of the Corporation are 100% owned except Con-Force Costain Concrete Tie Co. Ltd. which is 75% owned.
8. Reconciliation of schedules to financial statements

|  | <u>Company</u>   | <u>Consolidated</u> |
|--|------------------|---------------------|
| Net income of 50% owned companies.....                           | \$ -             | \$ (117)            |
| Investment income  |                  |                     |
| Subsidiaries consolidated - dividend.....                        | \$ 11,385        | \$ -                |
| - interest.....  | 11,986           | -                   |
| Unincorporated joint ventures.....                               | 12,709           | -                   |
| Other.....   | 989              | 9,723               |
|  | <u>\$ 37,069</u> | <u>\$ 9,723</u>     |
| Investment   |                  |                     |
| Subsidiaries   |                  |                     |
| Shares.....  | 197,164          | -                   |
| Advances.....  | 212,285          | -                   |
|  | <u>\$409,449</u> | <u>\$ -</u>         |
| Joint Ventures   |                  |                     |
| Investment in 50% owned companies                                |                  |                     |
| Shares.....  | -                | 359                 |
| Advances.....  | -                | 1,350               |
| Investment and advances to unincorporated<br>joint ventures..... | 6,347            | 43,697              |
|  | <u>\$ 6,347</u>  | <u>\$45,406</u>     |





GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE III - INVESTMENTS IN, EQUITY IN EARNINGS OF, AND DIVIDENDS RECEIVED FROM AFFILIATES

For the Year Ended December 31, 1977  
(thousands of dollars)

| Column A  | Column B  |                                |
|---|---|--------------------------------|
|   | Balance at Beginning<br>of Period   |                                |
|   | Number of<br>Shares or<br>Units<br>Principal<br>Amount of<br>Bonds and<br>Notes | Amount<br>in<br>Dollars        |
| COMPANY   |   |                                |
| SUBSIDIARIES CONSOLIDATED:  |   |                                |
| Abbey Glen Property Corporation:  |   |                                |
| Common Shares without nominal or par value.....   | 1,080,863   | 7,296                          |
| BACM Industries Limited:  |   |                                |
| Common Shares of a par value of \$5 each.....   | 1,559,128   | 43,097                         |
| Con-Force Limited:  |   |                                |
| Preferred and Common Shares.....  | -   | -                              |
| Genstar Development Limited:  |   |                                |
| Common Shares of no par value.....  | 5,000   | 5                              |
| Genstar Enterprises Limited:  |   |                                |
| Preferred and Common Shares without nominal or par value.....                                     | -   | -                              |
| Genstar Financial Limited:  |   |                                |
| Common Shares without nominal or par value.....   | 5   | 5                              |
| Genstar Holdings N.V.:  |   |                                |
| Common and Preferred Shares of a par value of 10 and 100 Dutch<br>guilders each respectively..... | 48,600  | 2,010                          |
| Genstar International S.A.:   |   |                                |
| Common Shares of a par value U.S. \$20 each.....  | 500,000   | 10,062                         |
| Genstar Investment Limited:   |   |                                |
| Common Shares of a par value of \$100 each.....   | 6   | 1                              |
| Genstar Marine Limited:   |   |                                |
| Preferred and Common Shares of a par value of \$1,000 each.....                                   | 31,400  | 22,888                         |
| Genstar Pacific Corporation:  |   |                                |
| Common Shares of a par value of \$1 each.....   | 100   | 14,172                         |
| Genstar Services Limited (formerly Genstar Securities Limited):                                   |   |                                |
| Common Shares without nominal or par value.....   | 2,100   | 2,100                          |
| Genstar Western Limited:  |   |                                |
| Common Shares of a par value of \$10 each.....  | 5,000   | 50                             |
| Indussa Corporation:  |   |                                |
| Common Shares of a par value of \$100 each.....   | 15,000  | 3,460                          |
| International Fertilizers Limited:  |   |                                |
| Common Shares of a par value of \$100 each.....   | 12,750  | 1,436                          |
| McAllister Towing and Salvage Ltd.:   |   |                                |
| Common Shares without nominal or par value.....   | 1,000,000   | 11,180                         |
| McAllister Towing and Salvage Ltd. (formerly 83965 Canada Ltd.):                                  |   |                                |
| Common Shares without nominal or par value.....   | -   | -                              |
| Miron Company Ltd.:   |   |                                |
| Preferred Series A, Class A and ordinary shares.....  | 3,725,000   | 23,910                         |
| Redi-Mix Limited:   |   |                                |
| Common Shares without nominal or par value.....   | -   | -                              |
| Other:  |   |                                |
| Common and Preferred Shares.....  | 102,736   | 557                            |
|   |   | <u>\$142,229</u>               |
| 50%-OWNED COMPANIES:  |   |                                |
| Other:  |   |                                |
| Common Shares.....  | 6,520   | <u>\$ 550</u>                  |
| CONSOLIDATED  |   |                                |
| 50%-OWNED COMPANIES:  |   |                                |
| Other:  |   |                                |
| Common Shares.....  | 247,891   | <u>\$ 11,765<sup>(8)</sup></u> |

| Column C  |                 | Column D   |                     | Column E  |                   | Column F   |
|---|-----------------|--|---------------------|---|-------------------|--|
| Additions   |                 | Deductions   |                     | Balance at End of Period                                      |                   | Dividends  |
| Equity Taken Up in Earnings (Losses) of Affiliates and Other Persons for the Period | Other           | Distribution of Earnings by Persons in Which Earnings (Losses) Were Taken Up | Other               | Number of Shares or Units Principal Amount of Bonds and Notes | Amount in Dollars | Received During the Period from Investments not accounted for by the Equity Method |
| -   | 1,309 (2)       | -  | -                   | 1,139,028   | 8,605             | 94   |
| -   | 120 (1)         | -  | (43,217) (3)        | -   | -                 | 14,680   |
| -   | 3,964 (3)       | -  | -                   | 13,000  | 3,964             | -  |
| -   | -               | -  | (5) (6)             | -   | -                 | 1,007  |
| -   | 27,149 (3)      | -  | -                   | 130,800   | 27,149            | -  |
| -   | -               | -  | (5) (6)             | -   | -                 | -  |
| -   | 13,750 (1)      | -  | 14,172 (5)          | 537,100   | 29,932            | -  |
| -   | 16,034 (1)      | -  | -                   | 1,250,000   | 26,096            | -  |
| -   | -               | -  | (1) (6)             | -   | -                 | -  |
| -   | 1 (6)           | -  | -                   | 31,401  | 22,889            | 600  |
| -   | -               | -  | (14,172) (5)        | -   | -                 | -  |
| -   | 2,900 (1)       | -  | -                   | 5,000   | 5,000             | -  |
| -   | -               | -  | (50) (6)            | -   | -                 | -  |
| -   | -               | -  | -                   | 15,000  | 3,460             | -  |
| -   | -               | -  | -                   | 12,750  | 1,436             | -  |
| -   | -               | -  | (11,180) (3)        | -   | -                 | -  |
| -   | 750 (4)         | -  | -                   | 750   | 750               | -  |
| -   | -               | -  | -                   | 3,725,060   | 23,910            | -  |
| -   | 3,206 (3)       | -  | -                   | 223,677   | 3,206             | -  |
| -   | 740 (3)         | -  | 51 (6)              | 112,747   | 1,348             | -  |
| <u>\$ -</u>   | <u>\$69,923</u> | <u>\$ -</u>  | <u>\$ (54,407)</u>  |   | <u>\$157,745</u>  | <u>\$16,381</u>  |
| <u>\$ -</u>   | <u>\$ -</u>     | <u>\$ -</u>  | <u>\$ (549) (7)</u> | -   | <u>\$ 1</u>       | <u>-</u>   |
| <u>\$ 501</u>   | <u>\$ 4,566</u> | <u>\$2,613</u>   | <u>\$ 5,113</u>     | 3,756,823   | <u>\$ 9,106</u>   | <u>\$ -</u>  |

SCHEDULE III - INVESTMENTS IN, EQUITY IN EARNINGS OF,  
AND DIVIDENDS RECEIVED FROM AFFILIATES

1. Purchased for cash.
2. Acquired in exchange for Series D preferred shares.
3. Acquired (eliminated) on amalgamation with Genstar Limited of BACM Industries Ltd. and McAllister Towing and Salvage Ltd.
4. Sale of operations to new subsidiary.
5. Exchange of investment for shares of another subsidiary.
6. Sundry charges and transfers.
7. Sale for cash at equity value.
8. Restated for conversion to equity basis of revenue properties previously reported on a consolidated basis.
9. All subsidiaries of the Corporation are 100% owned except Abbey Glen Property Corporation (12%) whose remaining shares are owned by another subsidiary.
10. Reconciliation of schedules to financial statements

|   | <u>Company</u>   | <u>Consolidated</u> |
|---|------------------|---------------------|
| Net income of 50% owned companies.....                        | <u>\$ -</u>      | <u>\$ 4,745</u>     |
| Investment income   |                  |                     |
| Subsidiaries consolidated - dividend.....                     | \$ 16,381        | \$ -                |
| - interest.....   | 10,096           | -                   |
| Other.....  | <u>1,962</u>     | <u>6,137</u>        |
|   | <u>\$ 28,439</u> | <u>\$ 6,137</u>     |
| Investment in subsidiaries                                    |                  |                     |
| Shares.....   | 157,745          | -                   |
| Advances.....   | <u>94,175</u>    | <u>-</u>            |
|   | <u>\$251,920</u> | <u>\$ -</u>         |
| Joint Ventures  |                  |                     |
| Investment in 50% owned companies                             |                  |                     |
| Shares.....   | 1                | 9,106               |
| Advances.....   | -                | 1,500               |
| Investment and advances to unincorporated joint ventures..... | <u>-</u>         | <u>7,819</u>        |
|   | <u>\$ 1</u>      | <u>\$18,425</u>     |



GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE IV - INDEBTEDNESS OF AFFILIATES - NOT CURRENT

For the Year Ended December 31, 1978  
(thousands of dollars)

| Column A                           | Column B                          | Column C                    |
|------------------------------------|-----------------------------------|-----------------------------|
| Name of Person                     | Balance at Beginning<br>of Period | Balance at End<br>of Period |
| COMPANY                            |                                   |                             |
| SUBSIDIARIES CONSOLIDATED:         |                                   |                             |
| Genstar Chemical Inc.....          | 1,552                             | - (4)                       |
| Genstar Development Limited.....   | 28,149                            | - (3)                       |
| Genstar Financial Limited.....     | 40,000                            | - (2)                       |
| Genstar Pacific Corporation.....   | 12,100                            | - (2)                       |
| Genstar Western Limited.....       | 946                               | - (3)                       |
| International Fertilizers, Limited | (1,790)                           | - (4)                       |
| Genstar Holding N.V.....           | 13,763                            | 212,285 (1)                 |
| Others.....                        | <u>(545)</u>                      | <u>-</u> (4)                |
|                                    | <u>\$94,175</u>                   | <u>\$212,285</u>            |

CONSOLIDATED

50% OWNED COMPANIES:

|             |                 |                                |
|-------------|-----------------|--------------------------------|
| Others..... | <u>\$ 1,500</u> | <u>\$ 1,350</u> <sup>(2)</sup> |
|-------------|-----------------|--------------------------------|

- (1) Increase represents funds advanced to cover working capital and investment requirements.
- (2) Decrease represents repayments of advances.
- (3) Amalgamation of subsidiary.
- (4) Transfer to current receivables.

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE IV - INDEBTEDNESS OF AFFILIATES - NOT CURRENT

For the Year Ended December 31, 1977  
(thousands of dollars)

| Column A                             | Column B                          | Column C                    |
|--------------------------------------|-----------------------------------|-----------------------------|
| Name of Person                       | Balance at Beginning<br>of Period | Balance at End<br>of Period |
| COMPANY                              |                                   |                             |
| SUBSIDIARIES CONSOLIDATED:           |                                   |                             |
| Genstar Chemical Inc.....            | 1,681                             | 1,552                       |
| Genstar Development Limited.....     | 28,149                            | 28,149                      |
| Genstar Financial Limited.....       | 40,000                            | 40,000                      |
| Genstar International.....           | 5,052                             | - (2)                       |
| Genstar Pacific Corporation.....     | 8,500                             | 12,100 (1)                  |
| Genstar Western Limited.....         | 936                               | 946                         |
| Indussa Corporation.....             | 2,800                             | - (2)                       |
| International Fertilizers, Limited.. | (1,790)                           | (1,790)                     |
| McAllister Towing and Salvage Ltd... | 263                               | - (2)                       |
| Genstar Holding N.V.....             | -                                 | 13,763 (1)                  |
| Others.....                          | <u>(545)</u>                      | <u>(545)</u>                |
|                                      | <u>\$85,046</u>                   | <u>\$ 94,175</u>            |

CONSOLIDATED

50% OWNED COMPANIES:

|             |                     |                 |
|-------------|---------------------|-----------------|
| Others..... | <u>\$ 4,936</u> (1) | <u>\$ 1,500</u> |
|-------------|---------------------|-----------------|

(1) Increase represents funds advanced to cover working capital requirements.

(2) Decrease represents repayments of advances.

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES  
SCHEDULE V - PROPERTY, PLANT AND EQUIPMENT  
For the Year Ended December 31, 1978  
(thousands of dollars)

| Column A                     | Column B                             | Column C             | Column D         | Column E                                   | Column F                       |
|------------------------------|--------------------------------------|----------------------|------------------|--|--------------------------------|
| Classification               | Balance at<br>Beginning<br>of Period | Additions<br>at Cost | Retirement       | Other Changes<br>Add (Deduct)-<br>Describe | Balance<br>at End<br>of Period |
| COMPANY                      |                                      |                      |                  |  |                                |
| Plant sites.....             | 3,877                                | 146                  | 14               | (95) (1)<br>4,020 (2)                      | 7,934                          |
| Quarries and gravel deposits | 5,694                                | 5                    | -                | 95 (1)<br>2,697 (2)                        | 8,491                          |
| Buildings.....               | 53,603                               | 3,012                | 320              | (6,373) (1)<br>14,844 (2)                  | 64,766                         |
| Machinery and equipment..... | 154,278                              | 32,577               | 2,376            | 6,373 (1)<br>58,033 (2)                    | 248,885                        |
|                              | <u>\$217,452</u>                     | <u>\$35,740</u>      | <u>\$2,710</u>   | <u>\$79,594</u>                            | <u>\$330,076</u>               |
| CONSOLIDATED                 |                                      |                      |                  |  |                                |
| Plant sites.....             | 16,918                               | 651                  | 1,423            | 30 (1)                                     | 16,176                         |
| Quarries and gravel deposits | 26,190                               | 87                   | 11,111           | 95 (1)                                     | 15,261                         |
| Buildings.....               | 109,207                              | 4,541                | 13,737           | (6,342) (1)                                | 93,669                         |
| Machinery and equipment..... | <u>519,447</u>                       | <u>54,691</u>        | <u>79,032</u>    | <u>6,217</u> (1)                           | <u>501,323</u>                 |
|                              | <u>\$671,762</u>                     | <u>\$59,970</u>      | <u>\$105,303</u> | <u>\$ -</u>                                | <u>\$626,429</u>               |

(1) Reclassification of assets.

(2) Represents assets of subsidiaries amalgamated during the year.

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE V - PROPERTY, PLANT AND EQUIPMENT

For the Year Ended December 31, 1977  
(thousands of dollars)

| Column A                     | Column B                             | Column C             | Column D        | Column E                                   | Column F                       |
|------------------------------|--------------------------------------|----------------------|-----------------|--|--------------------------------|
| Classification               | Balance at<br>Beginning<br>of Period | Additions<br>at Cost | Retirement      | Other Changes<br>Add (Deduct)-<br>Describe | Balance<br>at End<br>of Period |
| COMPANY                      |                                      |                      |                 |  |                                |
| Plant sites.....             | 3,684                                | 10                   |                 | 183 (2)                                    | 3,877                          |
| Quarries and gravel deposits | 4,092                                | 28                   | 4               | 1,578 (2)                                  | 5,694                          |
| Buildings.....               | 32,626                               | 17,850               |                 | 3,127 (2)                                  | 53,603                         |
| Machinery and equipment...   | <u>92,320</u>                        | <u>52,681</u>        | <u>917</u>      | <u>10,194</u> (2)                          | <u>154,278</u>                 |
|                              | <u>\$132,722</u>                     | <u>\$70,569</u>      | <u>\$921</u>    | <u>\$15,082</u>                            | <u>\$217,452</u>               |
| CONSOLIDATED                 |                                      |                      |                 |  |                                |
| Plant sites.....             | 17,122                               | 750                  | 954             |  | 16,918                         |
| Quarries and gravel deposits | 26,474                               | 215                  | 499             |  | 26,190                         |
| Buildings.....               | 87,836                               | 21,285               | 815             | 944 (3)<br>(43) (1)                        | 109,207                        |
| Machinery and equipment...   | <u>432,387</u>                       | <u>84,859</u>        | <u>10,747</u>   | <u>12,905</u> (3)<br>43 (1)                | <u>519,447</u>                 |
|                              | <u>\$563,819</u>                     | <u>\$107,109</u>     | <u>\$13,015</u> | <u>\$13,849</u>                            | <u>\$671,762</u>               |

(1) Reclassification of assets.

(2) Represents assets of subsidiaries amalgamated effective November 1.

(3) Represents assets of subsidiary at date of acquisition.



GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE VI - ACCUMULATED DEPRECIATION,  
DEPLETION AND AMORTIZATION OF PROPERTY, PLANT AND EQUIPMENT

For the Year Ended December 31, 1978  
(thousands of dollars)

| Column A                             | Column B                             | Column C  | Column D        | Column E                                   | Column F                       |
|--------------------------------------|--------------------------------------|---|-----------------|--|--------------------------------|
| Description                          | Balance at<br>Beginning<br>of Period | Additions<br>Charged to<br>Cost and<br>Expenses | Retirements     | Other Changes<br>Add (Deduct)-<br>Describe | Balance<br>at End<br>of Period |
| COMPANY                              |                                      |   |                 |  |                                |
| Quarries and gravel<br>deposits..... | 1,002                                | 98  | -               | 740 (2)                                    | 1,840                          |
| Buildings.....                       | 13,837                               | 1,216   | 163             | (328) (1)<br>4,691 (2)                     | 19,253                         |
| Machinery and equipment...           | 40,055                               | 19,252  | 1,926           | 328 (1)<br>28,847 (2)                      | 86,556                         |
|                                      | <u>\$54,894</u>                      | <u>\$20,566</u>                                 | <u>\$2,089</u>  | <u>\$34,278</u>                            | <u>\$107,649</u>               |
| CONSOLIDATED                         |                                      |   |                 |  |                                |
| Quarries and gravel<br>deposits..... | 3,703                                | 238   | 655             | -  | 3,286                          |
| Buildings.....                       | 35,431                               | 16,524  | 8,298           | (20) (1)                                   | 43,637                         |
| Machinery and equipment...           | 215,282                              | 31,882  | 50,710          | 20 (1)                                     | 196,474                        |
|                                      | <u>\$254,416</u>                     | <u>\$48,644</u>                                 | <u>\$59,663</u> | <u>\$ -</u>                                | <u>\$243,397</u>               |

(1) Reclassification of assets.

(2) Represents accumulated depreciation on assets of subsidiaries amalgamated during the year.

(3) Reconciliation of schedules to financial statements

|   | <u>Company</u>  | <u>Consolidated</u> |
|---|-----------------|---------------------|
| Depreciation and depletion of property,<br>plant and equipment..... | 20,566          | 48,644              |
| Depreciation of revenue properties.....                             | -               | 1,449               |
| Amortization of intangible assets.....                              | 19              | 88                  |
|   | <u>\$20,585</u> | <u>\$50,181</u>     |

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE VI - ACCUMULATED DEPRECIATION,  
DEPLETION AND AMORTIZATION OF PROPERTY, PLANT AND EQUIPMENT

For the Year Ended December 31, 1977  
(thousands of dollars)

| Column A                          | Column B                       | Column C                               | Column D     | Column E                             | Column F                 |
|-----------------------------------|--------------------------------|--|--------------|--------------------------------------|--------------------------|
| Description                       | Balance at Beginning of Period | Additions Charged to Cost and Expenses | Retirements  | Other Changes Add (Deduct)- Describe | Balance at End of Period |
| COMPANY                           |                                |  |              |                                      |                          |
| Quarries and gravel deposits..... | 265                            | 30                                     |              | 707 <sup>(2)</sup>                   | 1,002                    |
| Buildings.....                    | 12,087                         | 1,134                                  |              | 616 <sup>(2)</sup>                   | 13,837                   |
| Machinery and equipment...        | <u>31,602</u>                  | <u>4,721</u>                           | <u>636.</u>  | <u>4,368</u> <sup>(2)</sup>          | <u>40,055</u>            |
|                                   | <u>\$43,954</u>                | <u>\$5,885</u>                         | <u>\$636</u> | <u>\$5,691</u>                       | <u>\$54,894</u>          |

CONSOLIDATED

|                                   |                  |                 |                 |                          |                  |
|-----------------------------------|------------------|-----------------|-----------------|--------------------------|------------------|
| Quarries and gravel deposits..... | 3,916            | 280             | 492             | (1)                      | 3,703            |
| Buildings.....                    | 32,440           | 3,373           | 344             | (38)                     | 35,431           |
| Machinery and equipment...        | <u>195,546</u>   | <u>28,948</u>   | <u>9,251</u>    | <u>39</u> <sup>(1)</sup> | <u>215,282</u>   |
|                                   | <u>\$231,902</u> | <u>\$32,601</u> | <u>\$10,087</u> | <u>\$ -</u>              | <u>\$254,416</u> |

(1) Reclassification of assets.

(2) Represents accumulated depreciation on assets of subsidiaries amalgamated effective November 1.

(3) Reconciliation of schedules to financial statements

|  | Company        | Consolidated    |
|--|----------------|-----------------|
| Depreciation and depletion of property, plant and equipment..... | 5,885          | 32,601          |
| Depreciation of revenue properties.....                          | -              | 1,959           |
| Amortization of intangible assets.....                           | -              | 131             |
|  | <u>\$5,885</u> | <u>\$34,691</u> |

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE VII - INTANGIBLE ASSETS

For the Year Ended December 31, 1978  
(thousands of dollars)

| Column A  | Column B                             | Column C                         | Column D                            | Column E                                    | Column F                                  |                                  |
|---|--------------------------------------|----------------------------------|-------------------------------------|---|---|----------------------------------|
| Description   | Balance at<br>Beginning<br>of Period | Additions<br>at Cost<br>Describe | Deductions                          |   | Other Changes<br>Add (Deduct)<br>Describe | Balance at<br>Close of<br>Period |
|   |                                      |                                  | Charged to<br>Costs and<br>Expenses | Charged to<br>Other<br>Accounts<br>Describe |   |                                  |
| COMPANY   |                                      |                                  |                                     |   |   |                                  |
| Intangible assets<br>arising from<br>amalgamations... | <u>\$27,476</u>                      | <u>\$ -</u>                      | <u>\$19</u>                         | <u>\$ -</u>                                 | <u>\$5,893 (1)</u>                        | <u>\$33,350</u>                  |
| CONSOLIDATED  |                                      |                                  |                                     |   |   |                                  |
| Intangible assets<br>arising from<br>acquisitions.... | <u>\$34,474</u>                      | <u>\$ -</u>                      | <u>\$88</u>                         | <u>\$ -</u>                                 | <u>\$ -</u>                               | <u>\$34,386</u>                  |

(1) Represents goodwill of subsidiaries amalgamated during the year.

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE VII - INTANGIBLE ASSETS

For the Year Ended December 31, 1977  
(thousands of dollars)

| Column A  | Column B                             | Column C                         | Column D                            | Column E                                    | Column F                                  |                                  |
|---|--------------------------------------|----------------------------------|-------------------------------------|---|---|----------------------------------|
| Description   | Balance at<br>Beginning<br>of Period | Additions<br>at Cost<br>Describe | Deductions                          |   | Other Changes<br>Add (Deduct)<br>Describe | Balance at<br>Close of<br>Period |
|   |                                      |                                  | Charged to<br>Costs and<br>Expenses | Charged to<br>Other<br>Accounts<br>Describe |   |                                  |
| COMPANY   |                                      |                                  |                                     |   |   |                                  |
| Intangible assets<br>arising from<br>amalgamations... | <u>\$7,486</u>                       | <u>\$ -</u>                      | <u>\$ -</u>                         | <u>\$ -</u>                                 | <u>\$19,990</u> <sup>(1)</sup>            | <u>\$27,476</u>                  |
| CONSOLIDATED  |                                      |                                  |                                     |   |   |                                  |
| Intangible assets<br>arising from<br>acquisitions...  | <u>\$34,576</u>                      | <u>\$ 29</u>                     | <u>\$131</u>                        | <u>\$ -</u>                                 | <u>\$ -</u>                               | <u>\$34,474</u>                  |

(1) Represents goodwill of subsidiaries amalgamated effective November 1.

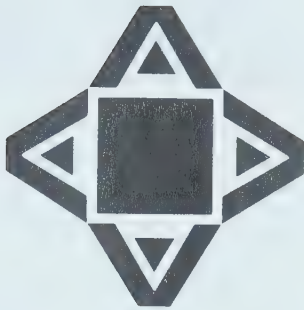


GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES  
SCHEDULE XII - VALUATION AND QUALIFYING ACCOUNTS AND RESERVES  
For the Year Ended December 31, 1978  
(thousands of dollars)

| Column A  | Column B                             | Column C                            | Column D                                    | Column E               |                                |
|---|--------------------------------------|-------------------------------------|---|------------------------|--------------------------------|
| Description   | Balance at<br>Beginning<br>of Period | Additions                           |   | Deductions<br>Describe | Balance at<br>End of<br>Period |
|   |                                      | Charged to<br>Costs and<br>Expenses | Charged to<br>Other<br>Accounts<br>Describe |                        |                                |
| COMPANY   |                                      |                                     |   |                        |                                |
| DEDUCTED FROM ACCOUNTS RECEIVABLE:                    |                                      |                                     |   |                        |                                |
| Allowance for doubtful<br>accounts.....               | <u>416</u>                           | <u>1,045</u>                        | <u>3,401</u> (2)                            | <u>402</u> (1)         | <u>4,460</u>                   |
| DEDUCTED FROM INVESTMENTS:                            |                                      |                                     |   |                        |                                |
| Investment reserve.....                               | <u>370</u>                           | <u>-</u>                            | <u>-</u>                                    | <u>-</u>               | <u>370</u>                     |
| INCLUDED IN ACCRUED LIABILITIES:                      |                                      |                                     |   |                        |                                |
| Provision for grinding balls<br>and refractories..... | 366                                  | 1,252                               | -   | 954 (3)                | 664                            |
| Provision for claims.....                             | <u>16</u>                            | <u>54</u>                           | <u>-</u>                                    | <u>16</u> (4)          | <u>54</u>                      |
|   | <u>382</u>                           | <u>1,306</u>                        | <u>-</u>                                    | <u>970</u>             | <u>718</u>                     |
|   | <u>\$1,168</u>                       | <u>\$2,351</u>                      | <u>\$3,401</u>                              | <u>\$1,372</u>         | <u>\$5,548</u>                 |
| CONSOLIDATED  |                                      |                                     |   |                        |                                |
| DEDUCTED FROM ACCOUNTS RECEIVABLE:                    |                                      |                                     |   |                        |                                |
| Allowance for doubtful<br>accounts.....               | <u>4,524</u>                         | <u>1,607</u>                        | <u>1,191</u> (2)                            | <u>1,240</u> (1)       | <u>6,082</u>                   |
| DEDUCTED FROM INVESTMENTS:                            |                                      |                                     |   |                        |                                |
| Investment reserve.....                               | <u>563</u>                           | <u>800</u>                          | <u>-</u>                                    | <u>-</u>               | <u>1,363</u>                   |
| INCLUDED IN ACCRUED LIABILITIES:                      |                                      |                                     |   |                        |                                |
| Provision for grinding balls<br>and refractories..... | 492                                  | 1,880                               | -   | 1,463 (3)              | 909                            |
| Provision for claims.....                             | <u>272</u>                           | <u>152</u>                          | <u>-</u>                                    | <u>72</u> (4)          | <u>352</u>                     |
|   | <u>764</u>                           | <u>2,032</u>                        | <u>-</u>                                    | <u>1,535</u>           | <u>1,261</u>                   |
|   | <u>\$5,851</u>                       | <u>\$4,439</u>                      | <u>\$ 1,191</u>                             | <u>\$2,775</u>         | <u>\$8,706</u>                 |
| 1. Bad debts written-off.                             |                                      |                                     |   |                        |                                |
| 2. Represents:  |                                      | Company                             | Consolidated                                |                        |                                |
| Bad debt recoveries.....                              |                                      | -                                   | 21  |                        |                                |
| Reallocation of reserve.....                          |                                      | -                                   | 1,170                                       |                        |                                |
| Assumed on amalgamation of subsidiaries               |                                      | <u>3,401</u>                        | <u>-</u>                                    |                        |                                |
|   |                                      | <u>\$3,401</u>                      | <u>\$1,191</u>                              |                        |                                |
| 3. Recharge and rebricking costs.                     |                                      |                                     |   |                        |                                |
| 4. Claim settlement.                                  |                                      |                                     |   |                        |                                |

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES  
SCHEDULE XII - VALUATION AND QUALIFYING ACCOUNTS AND RESERVES  
For the Year Ended December 31, 1977  
(thousands of dollars)

| Column A  | Column B                             | Column C                            | Column D                                    | Column E               |                                |
|---|--------------------------------------|-------------------------------------|---|------------------------|--------------------------------|
| Description   | Balance at<br>Beginning<br>of Period | Additions                           |   | Deductions<br>Describe | Balance at<br>End of<br>Period |
|   |                                      | Charged to<br>Costs and<br>Expenses | Charged to<br>Other<br>Accounts<br>Describe |                        |                                |
| COMPANY   |                                      |                                     |   |                        |                                |
| DEDUCTED FROM ACCOUNTS RECEIVABLE:                    |                                      |                                     |   |                        |                                |
| Allowance for doubtful<br>accounts.....               | 265                                  | 96                                  | 154 (2)                                     | 99 (1)                 | 416                            |
| DEDUCTED FROM INVESTMENTS:                            |                                      |                                     |   |                        |                                |
| Investment reserve.....                               | -                                    | 370                                 | -   | -                      | 370                            |
| INCLUDED IN ACCRUED LIABILITIES:                      |                                      |                                     |   |                        |                                |
| Provision for grinding balls<br>and refractories..... | 360                                  | 954                                 | (948) (2)                                   | -                      | 366                            |
| Provision for claims....                              | -                                    | 3                                   | 13 (2)                                      | -                      | 16                             |
|   | 360                                  | 957                                 | (935)                                       | -                      | 382                            |
|   | \$625                                | \$1,423                             | \$(781)                                     | \$99                   | \$1,168                        |
| CONSOLIDATED  |                                      |                                     |   |                        |                                |
| DEDUCTED FROM ACCOUNTS RECEIVABLE:                    |                                      |                                     |   |                        |                                |
| Allowance for doubtful<br>accounts.....               | 3,759                                | 1,515                               | 666 (2)                                     | 1,416 (1)              | 4,524                          |
| DEDUCTED FROM INVESTMENTS:                            |                                      |                                     |   |                        |                                |
| Investment reserve.....                               | 666                                  | 370                                 | -   | 473 (4)                | 563                            |
| INCLUDED IN ACCRUED LIABILITIES:                      |                                      |                                     |   |                        |                                |
| Provision for grinding balls<br>and refractories..... | 491                                  | 1,526                               | -   | 1,525 (3)              | 492                            |
| Provision for claims....                              | 331                                  | (35)                                | -   | 24 (5)                 | 272                            |
|   | 822                                  | 1,491                               | -   | 1,549                  | 764                            |
|   | \$5,247                              | \$3,376                             | \$666                                       | \$3,438                | \$5,851                        |
| 1. Bad debts written-off.                             |                                      |                                     |   |                        |                                |
| 2. Represents:  |                                      | Company                             | Consolidated                                |                        |                                |
| Bad debt recoveries.....                              |                                      | -                                   | 485   |                        |                                |
| Reallocation of reserve.....                          |                                      | (952)                               | 181   |                        |                                |
| Assumed on amalgamation of subsidiaries               |                                      | 171                                 | -   |                        |                                |
|   |                                      | \$(781)                             | \$ 666                                      |                        |                                |
| 3. Recharge and rebricking costs.                     |                                      |                                     |   |                        |                                |
| 4. Investments written-off.                           |                                      |                                     |   |                        |                                |
| 5. Claim settlement.                                  |                                      |                                     |   |                        |                                |



GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE XIII - CAPITAL SHARES

As at December 31, 1978  
(thousands)

| Column A  | Column B  | Column C  | Column D  |  |
|---|---|---|---|--|
| Name of Issuer<br>and Title of Issue  | Number of<br>Shares<br>Authorized<br>by Charter | Number of<br>Shares<br>Issued<br>and not<br>Retired or<br>Cancelled | Number of Shares<br>Included in Column C<br>which are |  |
|   |   |   | Held by<br>or for<br>Account<br>of Issuer<br>thereof  | Not Held<br>by or for<br>Account<br>of Issuer<br>thereof |
| GENSTAR LIMITED   |   |   |   |  |
| Preferred Shares Series A, B,<br>and D -without nominal or par value                  | 5,000   | 514   | -   | 514  |
| Second Preferred Shares Series A<br>without nominal or par value .....                | 20,000  | 1,000   | -   | 1,000  |
| Common Shares - without nominal<br>or par value.....                                  | Unlimited                                       | 14,222  | 806   | 13,416   |
| SUBSIDIARIES CONSOLIDATED <sup>(1)</sup>  |   |   |   |  |
| First American Title Guarantee Company<br>Common Shares - par value<br>\$50 each..... | 30  | 21  | -   | 21   |
| Con-Force Costain Concrete Tie Co. Ltd.   | 2,000   | 2,000   | -   | 2,000  |

1. All of the outstanding shares of subsidiaries are held by the Company, and no shares of shown above, and, accordingly; information as to the capital shares of such subsidiaries
2. Represents minority interests in subsidiary.



| Column E   |                             | Column F  |        | Column G   |        |
|--|-----------------------------|---|--------|--|--------|
| Shares Issued<br>or Outstanding<br>as Shown on or<br>Included in Related<br>Balance Sheet<br>under Caption<br>"Capital Shares" |                             | Number of Shares<br>Held by Affiliates<br>for which<br>Statements are<br>Filed herewith |        | Number of Shares<br>Reserved for<br>Options, Warrants<br>Conversions and<br>Other Rights |        |
| Number   | Amount<br>at which<br>Shown | Persons<br>Included in<br>Consolidated<br>Statements                                    | Others | Directors,<br>Officers<br>and<br>Employees   | Others |
| 514  | \$ 10,291                   | -   | -      | -  | 157    |
| 1,000  | \$120,000                   | -   | -      | -  | -      |
| 13,416   | \$183,370                   | -   | -      | 48   | 1,121  |
| 6  | \$ 923 <sup>(2)</sup>       | 15  | -      | -  | -      |
| 500  | \$ 216 <sup>(2)</sup>       | 1,500   | -      | -  | -      |

subsidiaries are reserved for options, warrants, conversions, or other rights, except as has been omitted.

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES  
SCHEDULE XVI - SUPPLEMENTARY INCOME STATEMENT INFORMATION  
As at December 31, 1978  
(thousands of dollars)

| Column A                               | Column B                         |
|--|----------------------------------|
| Item                                   | Charged to Costs<br>and Expenses |
| COMPANY                                |                                  |
| Maintenance and repairs.....           | \$20,491                         |
| Depreciation and depletion.....        | 20,566                           |
| Amortization of intangible assets..... | 19                               |
| Taxes, other than income.....          | 4,861                            |
| Rents.....                             | 3,672                            |
| Royalties.....                         | 235                              |
| Advertising costs.....                 | 739                              |
| Research and development.....          | <u>453</u>                       |
|  | <u>\$51,036</u>                  |
| CONSOLIDATED                           |                                  |
| Maintenance and repairs.....           | \$ 64,302                        |
| Depreciation and depletion.....        | 50,093                           |
| Amortization of intangible assets..... | 88                               |
| Taxes, other than income.....          | 14,698                           |
| Rents.....                             | 8,076                            |
| Royalties.....                         | 621                              |
| Advertising costs.....                 | 4,571                            |
| Research and development.....          | <u>518</u>                       |
|  | <u>\$142,967</u>                 |

GENSTAR LIMITED  
AND  
GENSTAR LIMITED AND SUBSIDIARIES

SCHEDULE XVI - SUPPLEMENTARY INCOME STATEMENT INFORMATION

As at December 31, 1977  
(thousands of dollars)

| Column A                               | Column B                         |
|--|----------------------------------|
| Item                                   | Charged to Costs<br>and Expenses |
| COMPANY                                |                                  |
| Maintenance and repairs.....           | 10,033                           |
| Depreciation and depletion.....        | 5,885                            |
| Taxes, other than income.....          | 1,579                            |
| Rents.....                             | 1,815                            |
| Royalties.....                         | 133                              |
| Advertising costs.....                 | 636                              |
| Research and development.....          | 46                               |
|  | <u>\$20,127</u>                  |
| CONSOLIDATED                           |                                  |
| Maintenance and repairs.....           | 55,128                           |
| Depreciation and depletion.....        | 34,560                           |
| Amortization of intangible assets..... | 131                              |
| Taxes, other than income.....          | 12,683                           |
| Rents.....                             | 6,375                            |
| Royalties.....                         | 1,055                            |
| Advertising costs.....                 | 3,997                            |
| Research and development.....          | 312                              |
|  | <u>\$114,241</u>                 |

SCHEDULE III

THE PLINTRKOTE COMPANY and CONSOLIDATED SUBSIDIARIES  
SCHEDULE III -- INVESTMENTS IN, EQUITY IN EARNINGS OF, AND  
DIVIDENDS RECEIVED FROM AFFILIATES AND OTHER PERSONS

For the years ended December 31, 1978 and 1977

(In thousands of dollars)

| Col. A  | Col. B                            | Col. C  | Col. D  | Col. E                       |
|---|-----------------------------------|---|---|------------------------------|
| Name of Issuer and<br>Description of Investment | Balance at<br>Beginning of Period | Additions   | Deductions  | Balance at<br>End of Period  |
|   | Number of<br>Shares or Units      | Equity<br>taken up<br>in earnings<br>(losses) of<br>affiliates<br>and other<br>persons<br>for the<br>period (1) | Distribution<br>of earnings<br>by persons<br>in which<br>earnings<br>(losses)<br>were<br>taken up | Number of<br>Shares or Units |
|   | Amount                            | Other   | Other   | Amount                       |
| <b>1978:</b>                                    |                                   |   |   |                              |
| Investments in Associated Companies:            |                                   |   |   |                              |
| Adobe Oil & Gas Corporation,                    |                                   |   |   |                              |
| common stock . . . . .                          | 1,400,000                         | \$ 908  | \$ 252  | 1,400,000 (2)                |
| Other companies . . . . .                       |                                   | (256)   | -   |                              |
|   |                                   | 652   | 252   |                              |
|   | \$22,331                          | \$ 589  |   | \$22,987                     |
|   | 1,544                             | 589   |   | 1,877                        |
|   | 23,875                            |   |   | 24,864                       |
| Hajoca Corporation,                             |                                   |   |   |                              |
| common stock . . . . .                          | 990,026                           | 265   | -   | 990,026 (4)                  |
|   |                                   | \$ 917  | \$ 252  |                              |
|   | 14,961                            | \$ 589  | \$6,712 (3)   | 8,514                        |
|   | \$38,836                          |   | \$6,712   | \$33,378                     |
| <b>1977:</b>                                    |                                   |   |   |                              |
| Investments in Associated Companies:            |                                   |   |   |                              |
| Adobe Oil & Gas Corporation,                    |                                   |   |   |                              |
| common stock . . . . .                          | 1,400,000                         | \$ 662  | \$ 224  | 1,400,000                    |
| Other companies . . . . .                       |                                   | -   | -   |                              |
|   |                                   | 662   | 224   |                              |
|   | \$21,893                          | \$1,518   |   | \$22,331                     |
|   | 26                                | 1,518   |   | 1,544                        |
|   | 21,919                            |   |   | 23,875                       |
| Hajoca Corporation,                             |                                   |   |   |                              |
| common stock . . . . .                          | 990,026                           | 131   | -   | 990,026                      |
|   |                                   | \$ 793  | \$ 224  |                              |
|   | 14,830                            | \$1,518   |   | 14,961                       |
|   | \$36,749                          |   |   | \$38,836                     |

(1) Included in "Other Income, net" in the accompanying Statements of Income.

(2) The Company's investment in Adobe Oil & Gas Corporation represents 20.7% of Adobe's outstanding common stock and 19.7% of Adobe's outstanding voting stock.

(3) Writedown to estimated net realizable value. See Note 12 to Financial Statements.

(4) The Company's investment in Hajoca Corporation (formerly Adobe Industries, Inc.) which is included in Other Assets, represents 44.4% of Hajoca's outstanding stock.



## SCHEDULE V

## THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

## SCHEDULE V -- PROPERTY, PLANT AND EQUIPMENT

for the years ended December 31, 1978 and 1977

(in thousands of dollars)

| Col. A                                       | Col. B                            | Col. C               | Col. D            | Col. E                           | Col. F                         |
|--|-----------------------------------|----------------------|-------------------|----------------------------------|--------------------------------|
|  | Balance<br>Beginning<br>of Period | Additions<br>at Cost | Retirements       | Other<br>Changes<br>Add (Deduct) | Balance<br>at End<br>of Period |
| <b>1978:</b>                                 |                                   |                      |                   |                                  |                                |
| Land . . . . .                               | \$ 9,070                          | \$ 521               | \$ 686            |                                  | \$ 8,905                       |
| Mining properties and rights . . . . .       | 19,140                            | 1,846                | 136               |                                  | 20,850                         |
| Buildings and land fixtures . . . . .        | 87,656                            | 3,658                | 4,559             | \$463 (1)                        | 87,244                         |
| Machinery, equipment and furniture . . . . . | 281,380                           | 45,498               | 16,510            | 26 (2)                           | 310,342                        |
| Construction in progress . . . . .           | 16,367                            | (6,283)              |                   | (26) (2)                         | 10,084                         |
|  | <u>413,613</u>                    | <u>45,240 (3)</u>    | <u>21,891</u>     | <u>463</u>                       | <u>437,425</u>                 |
| <b>Assets held under capital leases:</b>     |                                   |                      |                   |                                  |                                |
| Land and buildings . . . . .                 | 10,130                            |                      |                   |                                  | 10,130                         |
| Machinery and equipment . . . . .            | 58,191                            | 4,988                | 1,409             |                                  | 61,770                         |
|  | <u>68,321</u>                     | <u>4,988</u>         | <u>1,409</u>      |                                  | <u>71,900</u>                  |
| <b>1977:</b>                                 |                                   |                      |                   |                                  |                                |
| Land . . . . .                               | \$481,934                         | \$ 50,228            | \$23,300          | \$463                            | \$509,325                      |
| Mining properties and rights . . . . .       | \$ 9,255                          | \$ 85                | \$ 270            |                                  | \$ 9,070                       |
| Buildings and land fixtures . . . . .        | 19,788                            |                      | 648               |                                  | 19,140                         |
| Machinery, equipment and furniture . . . . . | 89,682                            | 1,880                | 5,433             | \$1,527 (2)                      | 87,656                         |
| Construction in progress . . . . .           | 300,390                           | 17,891               | 35,374            | (1,527) (2)                      | 281,380                        |
|  | <u>6,699</u>                      | <u>9,668</u>         |                   |                                  | <u>16,367</u>                  |
|  | <u>425,814</u>                    | <u>29,524 (3)</u>    | <u>41,725 (4)</u> | <u>-</u>                         | <u>413,613</u>                 |
| <b>Assets held under capital leases:</b>     |                                   |                      |                   |                                  |                                |
| Land and buildings . . . . .                 | 10,130                            |                      |                   |                                  | 10,130                         |
| Machinery and equipment . . . . .            | 54,654                            | 5,406                | 1,869             |                                  | 58,191                         |
|  | <u>64,784</u>                     | <u>5,406</u>         | <u>1,869</u>      |                                  | <u>68,321</u>                  |
|  | <u>\$490,598</u>                  | <u>\$ 34,930</u>     | <u>\$43,594</u>   | <u>-</u>                         | <u>\$481,934</u>               |

## NOTES:

(1) Leasehold improvements reclassified from Other Assets.

(2) Reclassifications.

(3) Additions for 1978 and 1977 include \$11,400 and \$10,300, respectively, related to the expansion of the Nelson, Arizona lime plant.

(4) Retirements in 1977 include \$22,380 related to assets of operations discontinued or terminated during 1976.

SCHEDULE VI

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

SCHEDULE VI -- ACCUMULATED DEPRECIATION, DEPLETION and

AMORTIZATION OF PROPERTY, PLANT AND EQUIPMENT

for the years ended December 31, 1978 and 1977

(in thousands of dollars)

| Col. A  | Col. B                         | Col. C                                  | Col. D            | Col. E                     | Col. F                   |
|---|--------------------------------|---|-------------------|----------------------------|--------------------------|
| Description   | Balance at Beginning of Period | Additions Charged to Costs and Expenses | Retirements       | Other Changes Add (Deduct) | Balance at End of Period |
| <b>1978:</b>  |                                |   |                   |                            |                          |
| Allowances for depreciation, depletion and amortization of property, plant and equipment: |                                |   |                   |                            |                          |
| Mining properties and rights . . . . .  | \$ 4,882                       | \$ 564                                  | \$ 134            | -                          | \$ 5,312                 |
| Buildings and land fixtures . . . . .   | 38,386                         | 2,633                                   | 2,760             | 73 (1)                     | 38,335                   |
| Machinery, equipment and furniture . . . . .  | 154,390                        | 14,196                                  | 14,566            | 3 (2)                      | 154,575                  |
| Provision for loss on disposal . . . . .  | 962                            | 600 (4)                                 |                   | (42) (2)                   |                          |
|   | <u>198,620</u>                 | <u>17,993</u>                           | <u>17,460</u>     | 597 (3)                    | <u>1,609</u>             |
|   |                                |   |                   | 8 (3)                      | <u>199,831</u>           |
| Assets held under capital leases:   |                                |   |                   |                            |                          |
| Land and buildings . . . . .  | 2,641                          | 488                                     |                   |                            | 3,129                    |
| Machinery and equipment . . . . .   | 16,713                         | 5,450                                   | 834               |                            | 21,329                   |
|   | <u>19,354</u>                  | <u>5,938</u>                            | <u>834</u>        |                            | <u>24,458</u>            |
|   | <u>\$217,974</u>               | <u>\$23,931</u>                         | <u>\$18,294</u>   | <u>\$ 678</u>              | <u>\$224,289</u>         |
| <b>1977:</b>  |                                |   |                   |                            |                          |
| Allowances for depreciation, depletion and amortization of property, plant and equipment: |                                |   |                   |                            |                          |
| Mining properties and rights . . . . .  | \$ 4,711                       | \$ 535                                  | \$ 364            | -                          | \$ 4,882                 |
| Building and land fixtures . . . . .  | 37,973                         | 2,781                                   | 3,354             | 976 (2)                    | 38,386                   |
| Machinery, equipment and furniture . . . . .  | 168,246                        | 15,152                                  | 28,776            | 10 (3)                     | 154,390                  |
| Provision for loss on disposal . . . . .  | 5,300                          |   |                   | (976) (2)                  |                          |
|   | <u>216,230</u>                 | <u>18,468</u>                           | <u>32,494 (6)</u> | 744 (3)                    | <u>962</u>               |
|   |                                |   |                   | (4,338) (5)                | <u>198,620</u>           |
| Assets held under capital leases:   |                                |   |                   |                            |                          |
| Land and buildings . . . . .  | 2,153                          | 488                                     |                   |                            | 2,641                    |
| Machinery and equipment . . . . .   | 12,806                         | 5,061                                   | 1,154             |                            | 16,713                   |
|   | <u>14,959</u>                  | <u>5,549</u>                            | <u>1,154</u>      |                            | <u>19,354</u>            |
|   | <u>\$231,189</u>               | <u>\$24,017</u>                         | <u>\$33,648</u>   | <u>\$ (3,584)</u>          | <u>\$217,974</u>         |

NOTES:

(1) Allowance for amortization of leasehold improvements reclassified from Other Assets.

(2) Reclassifications.

(3) Proceeds on removal.

(4) Provision for writedown of assets to estimated realizable value.

(5) Loss on disposal of assets related to operations discontinued or terminated during 1976.

(6) Retirements in 1977 include \$14,171 related to assets of operations discontinued or terminated during 1976.

SCHEDULE XII

THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

SCHEDULE XII -- VALUATION and QUALIFYING ACCOUNTS AND RESERVES

for the years ended December 31, 1978 and 1977

(in thousands of dollars)

| <u>Col. A</u>  | <u>Col. B</u>                                 | <u>Col. C</u>  | <u>Col. D</u>  | <u>Col. E</u>  |
|--|---|--|--|--|
| <u>Description</u>   | <u>Balance at<br/>Beginning<br/>of Period</u> | <u>Additions</u><br><u>Charged to</u><br><u>Costs and</u><br><u>Expenses</u> | <u>Charged</u><br><u>to Other</u><br><u>Accounts</u> | <u>Deductions</u><br><br><u>at End</u><br><u>of Period</u> |
| 1978:  |   |  |  |  |
| Valuation account deducted in balance sheet<br>from asset to which it applies: |   |  |  |  |
| Allowance for doubtful items and discounts . . . .                             | \$6,695                                       | \$16,583   | \$231 (1)  | \$14,624 (2)<br>2,141 (3)<br>\$6,744                       |
| 1977:  |   |  |  |  |
| Valuation account deducted in balance sheet<br>from asset to which it applies: |   |  |  |  |
| Allowance for doubtful items and discounts . . . .                             | \$5,488                                       | \$15,703   | \$296 (1)  | \$13,531 (2)<br>1,261 (3)<br>\$6,695                       |

NOTES:

(1) Recoveries of accounts written off in prior years.

(2) Trade allowances and cash discounts given to customers.

(3) Accounts written off.

## SCHEDULE XVI

## THE FLINTKOTE COMPANY and CONSOLIDATED SUBSIDIARIES

## SCHEDULE XVI -- SUPPLEMENTARY INCOME STATEMENT INFORMATION

for the years ended December 31, 1978 and 1977

(in thousands of dollars)

| <u>Col. A</u>  | <u>Col. B</u>                            |             |
|--|--|-------------|
|  | <u>Charged to Costs<br/>and Expenses</u> |             |
|  | <u>1978</u>                              | <u>1977</u> |
| Maintenance and repairs . . . . .  | \$53,934                                 | \$44,931    |
| Depreciation and depletion of property, plant and<br>equipment . . . . . | 23,331                                   | 24,017      |
| Taxes, other than income taxes:  |  |             |
| Social security and unemployment insurance . . . . .                     | 9,155                                    | 7,649       |
| Real estate and personal property . . . . .                              | 4,704                                    | 5,067       |
| Other . . . . .  | 1,569                                    | 1,419       |
| Rents . . . . .  | 10,011                                   | 6,819       |









GENSTAR

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# Introduction

Dynamic, resourceful, international in outlook, Genstar draws its strength from well-balanced diversification.

Through its operating divisions, the company is a leader in a variety of industries in Canada, and is active in the United States and overseas as well.

After more than a decade of well planned growth, Genstar has taken its place as one of the 25 largest corporations in Canada, employing more than 12,000 people.

The company is engaged in many facets of construction ranging from hydro-electric dam projects to the installation of municipal services and subdivision developments. The company is a major force in land development and house building, the manufacture and distribution of building materials and cement, commercial property development and management, tug and barge transportation, and the production of chemicals and fertilizers.

Outside of Canada, Genstar is a successful property developer and home-builder in the United States, has been involved in construction projects in Haiti and Sri Lanka, and is an active partner in specialized marine ventures operating world-wide.

Genstar is also engaged in the import and export of industrial minerals through its trading operations based in New York. The company imports zinc into the United States from Europe and Africa, agricultural and industrial chemicals from Canada and Belgium, and exports non-ferrous metals and industrial products to Europe and mining equipment to Africa. A venture capital division, located in California, helps organize and provide equity capital for new and fast-growing young companies chiefly in high-technology fields. This venture capital investment portfolio holds shares in approximately 30 companies.

# Cement

On completion of present expansion programs, the combined annual production capacity of Genstar's cement divisions will be over 3,700,000 tons. With plants located in five Canadian provinces, Genstar is one of the leaders in the cement industry in Canada.

The company has been investing heavily to expand its cement production facilities and is currently spending \$100 million to build a new 1.1 million tons per year plant near Vancouver, British Columbia.

In order to keep abreast of the growing Western Canadian economy, the company's Edmonton, Alberta plant is in the second phase of a multi-stage expansion program to accommodate a

new dry-process kiln which could increase the capacity of this plant by 85 per cent over the next few years. Total cost of the expansion on completion will be \$60 million.

Genstar divisions make normal portland cement as well as specialty products such as high early strength, sulphate resistant, oil-well and masonry cements.

Above: Genstar's Edmonton, Alberta cement plant  
Lower left: Quarrying limestone for the Montreal, Quebec cement plant  
Lower right: Crushed limestone stockpile





Besides meeting the requirements of Canadian customers and its own home-building, building products and construction activities, the company has substantial long-term contracts to export cement and clinker to the Northwestern United States and Alaska.

Through association with S. A. Cimenteries C.B.R. of Belgium, an affiliate of Société Générale de Belgique, and the Associated Portland Cement Manufacturers Limited of England, the company has ready access to the very latest in cement technology and expertise.

In Eastern Canada, Genstar manufactures a full range of cement and specialty cement products at a plant in Montreal. Cement and clinker from this plant are also shipped to Western Canada, and exported to the Eastern Seaboard of the United States from Maine to Florida.

Above left: Bulk delivery of cement  
Left center: Wet process kiln  
Lower left: Central control computer at  
Edmonton plant  
Right: Storage silos at new Vancouver, B.C. plant





# Building Materials

Genstar operating divisions produce and distribute a broad range of building products, from precast concrete members for stadiums and bridges to sheets of gypsum wallboard for the interiors of homes and buildings. The volumes of concrete, aggregates and concrete products produced make Genstar the largest integrated concrete materials operation in Canada.

Genstar building materials are produced at over 100 plants located in strategic market areas in six Canadian provinces. The company is one of the leading Canadian producers of several lines of building products with yearly outputs totalling 265,000 tons of

concrete pipe, 35 million units of concrete blocks, nearly three million cubic yards of ready-mix concrete, and 223 million square feet of gypsum wallboard. Production of sand, crushed stone, gravel and shale aggregates total over 15 million tons annually and are supplied from numerous pits and quarries to Genstar's own manufacturing and construction units, and to other contractors.

Left: Producer's Pit gravel processing plant near Victoria, B.C.

Above right: On-site delivery of ready-mix concrete

Right center: Hollow-core, precast floor units

Lower right: Concrete pipe for municipal sewer and water mains





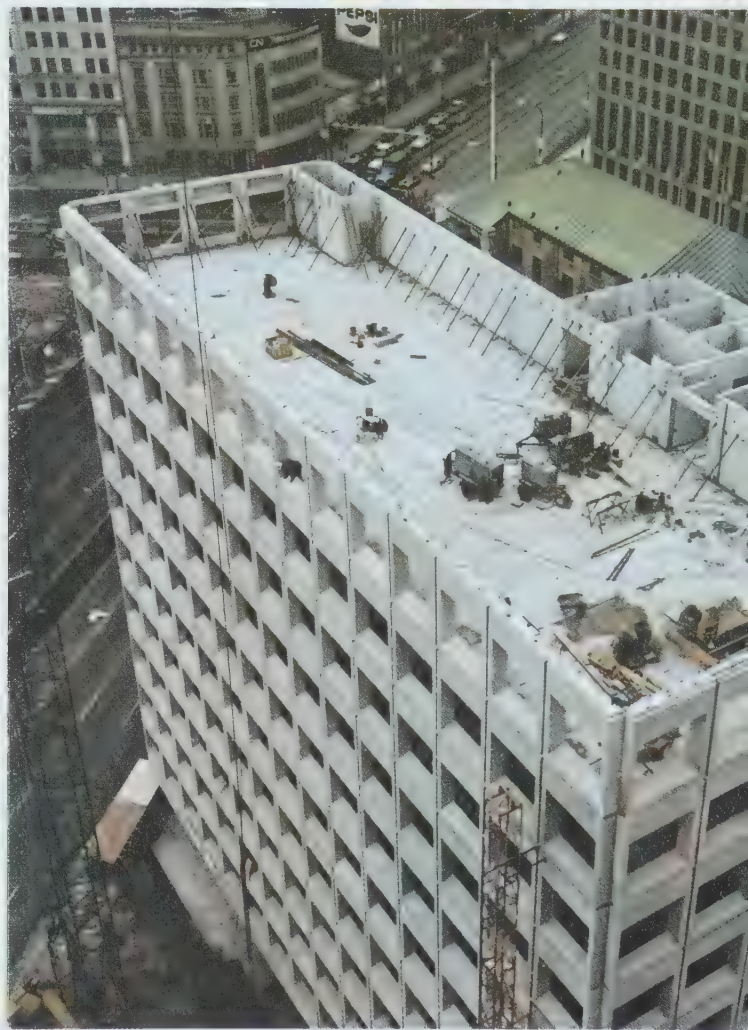
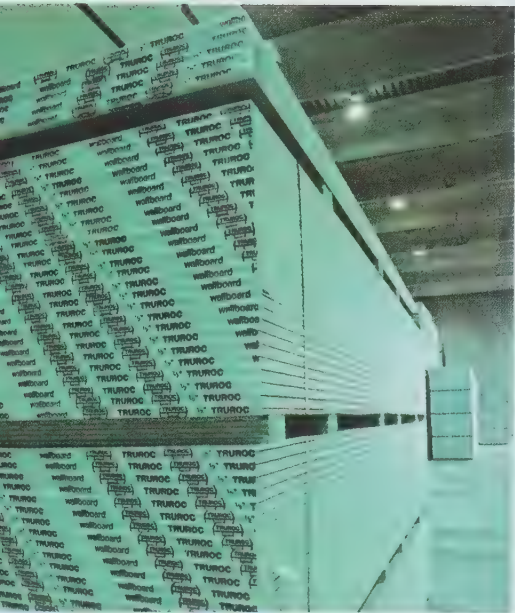
The company is the nation's largest producer and erector of pre-cast and pre-stressed concrete structural and architectural components such as pre-cast exterior and interior wall panels, floor units, structural columns, beams, joist units and stairs for apartment and office buildings. The company also produces and erects precast concrete piles and dock units for port expansions, I-beams and girders for bridges, overpasses, viaducts and elevated expressways, and special frame units for stadiums, arenas and clear-span industrial buildings.

In Eastern Canada Genstar extracts, manufactures and markets a range of building materials that includes concrete pipe and block, ready-mix concrete, sand and aggregate.

Under the general heading of building materials is Genstar's joint venture with Costain Concrete of the United Kingdom to manufacture concrete railway ties at a new plant in Edmonton capable of turning out 300,000 ties a year. The potential for concrete ties, with their low replacement/maintenance rates, is impressive. The Genstar-Costain venture was launched to compete in the market for the replacement of wooden ties in all of North America, including Mexico.

Above left: Truroc gypsum wallboard  
Above center: Production and handling of aggregate  
Above right: Con-Force Costain concrete rail-ties  
Lower left: Calgary International Airport terminal building with pre-cast components  
Lower right: Pre-cast concrete sections for office and apartment buildings





# Housing and Land Development

Genstar divisions are active in home-building from the Canadian Arctic to Southern California and from British Columbia in the West to Ontario and Quebec in the East.

The company holds large land banks in Canada and is continually at work improving the land it assembles through construction and installation of sewers, water distribution systems, roads, sidewalks, street lighting and other facilities.

The company's activities in the residential field feature "total community planning" which includes essential elements such as schools, shopping, and recreational facilities.

Genstar has developed communities for tens of thousands of people built around large man-made lakes with

adjacent parkland to provide year-round recreation. Strict architectural controls ensure that all of the elements blend harmoniously to provide character. The first of these communities, Lake Bonavista in Calgary, Alberta, was designed for a population of 36,000.

Genstar's role in residential development in Western Canada has expanded considerably while at the same time the company has established itself as a major land developer in Ontario, the largest provincial market. Current land holdings in Canada and the United States total approximately 40,000 acres.

Above: Lakes Bonavista (top) and Bonaventure (bottom) are features of total community development

Lower left: Serene surroundings complement company housing in Southern California

Lower right: Single family condominium housing for UMEX mine development at Pickle Lake, Northern Ontario





A substantial number of Genstar homes are constructed of pre-assembled sections and component packages designed and manufactured at company plants in Calgary, Alberta and Woodstock, Ontario. These are also sold to other home-builders. The company builds homes with conventional on-site methods as well.

The company has provided housing in remote or new town developments for Great Canadian Oil Sands Ltd. in Fort McMurray, Alberta; Union Minière Explorations and Mining at Pickle Lake, Ontario; Noranda Mines at Granisle and Houston, British Columbia; Sherritt Gordon Mines at Leaf Rapids, Manitoba, and for several other resource towns in Canada.

In the Western United States, Genstar's home-building activities include projects in San Diego County, Orange County, Los Angeles County, and Northern California. These projects represent over 4,000 homes to be constructed over a period of three to four years. The company is also involved in joint venture projects producing single family and condominium housing.

Above left: Quality homes are the key to Genstar's success in housing developments

Above center: Apartment building of pre-cast components in Alberta

Above right: Single family housing at Fort McMurray near Alberta oil sands

Below: Pre-assembled sections and component packages for single family homes





# Commercial Properties

For some years Genstar has been involved in the development of shopping center properties in California and more recently in Nevada and Washington as well, providing a full turn-key service reaching from market analysis and site selection to recruitment of management for a completed center. Recently, the company has become involved in a large condominium project in Houston, Texas.

Also in the commercial property development and management field, Genstar has a portfolio of income-producing properties which include office, commercial, hotel and shopping center developments and industrial park complexes.

These properties are located in Edmonton, Calgary, Medicine Hat, Regina, Winnipeg, Toronto, Montreal, Quebec City and the New York area. The company has broadened its geographic range in Ontario and the Eastern U.S. and put more emphasis on one dimension of its “integrated growth” strategy—that of developing income-producing commercial buildings in the new residential communities that arise from its land-assembly and home-building activities.

Left: Shopping center in Western Canada  
Above right: Completed shopping center in California  
Right center: Office tower in Toronto, Ontario  
Lower right: New hotel building in Calgary, Alberta





# Construction

Genstar's construction arm has tackled some of the major projects in a nation famed for large-scale developments—hydro-electric dams and generating stations, mining projects, roads and bridges in the remotest wilderness areas.

Genstar units can be found at work on such diverse undertakings as the new Calgary International Airport, the Montreal Metro and Edmonton Rapid Transit System, erecting high-voltage transmission towers in Northern Manitoba, laying out a townsite for resource developments like the Alberta tar sands, or altering the course of large, swift-flowing rivers like Manitoba's Nelson, to generate hydro-power.

The construction division functions in two different markets: heavy construction and municipal services. In the latter field Genstar prepares and paves access roads, installs water and sewer systems, and undertakes special projects such as preparing the base for artificial playing surfaces in the Calgary and Vancouver stadiums and the Montreal Olympic Stadium.

The company has participated in some of the largest hydro projects in the country from the Nelson River dams in Manitoba, to James Bay in Quebec and Churchill Falls in Labrador.

Above left: Hydro-electric dam under construction in Northern Manitoba

Above right: Concrete bridge after completion

Lower left: Work on a Montreal subway extension

Lower right: Laying out part of the town-site at Fort McMurray, Alberta





The company has managed and worked successfully in joint ventures with other large construction firms, and has the proven capability to co-ordinate all of its own construction activities on a given project, from clearing initial access routes, to basic site preparation, to construction of the main facility, to the planning and development of a serviced townsite — including building the homes and supplying all the amenities to go with it.

The construction division in Canada is as wide-spread and diverse as its parent company. Whether installing municipal services in Eastern Canada, doing mine development work in Northern Ontario, working on an oil recovery plant in the Athabasca Tar Sands of Alberta, building a cement plant in Vancouver for another division, or constructing a modern airport in Sri Lanka, Genstar Construction has done it all.

Above left: Excavation work at the Syncrude project in Northern Alberta

Above right: Sidewalks are only one part of the development package

Lower left: Municipal storm sewer installation

Lower right: The Edmonton Rapid Transit System





# Chemicals and Fertilizers

Genstar Chemical Limited is one of the major manufacturers of nitrogen chemicals and mixed fertilizers in Canada. These products are consumed in the pulp and paper, mining, steel and construction industries, as well as in agricultural markets.

The company has been expanding steadily to improve its market impact since 1961, when a major new complex at Maitland, near Brockville, Ontario was brought on stream. Initial production included anhydrous and aqua ammonia, ammonium nitrate, nitric acid, nitrogen fertilizer solutions and the industrial gases: hydrogen, nitrogen and carbon dioxide. In 1966 urea was added to the manufactured product line and a second nitric acid facility constructed. In 1976, a tripling of the ammonium nitrate capacity was completed to meet the needs of the expanding fertilizer and explosives markets. A doubling of the nitric acid facility produced the largest single-site nitric capacity in Canada.

Genstar Chemical has built up a solid production and distribution network to serve retail agricultural markets in Eastern Canada and the North-eastern United States. The company's fourteen mixed fertilizer plants in Canada, and one each in the states of Maine and Vermont, provide a combined annual capacity of over half a million tons. More recently, the "Nutrite" fertilizer trademark has been successfully introduced into the lawn and garden consumer market.

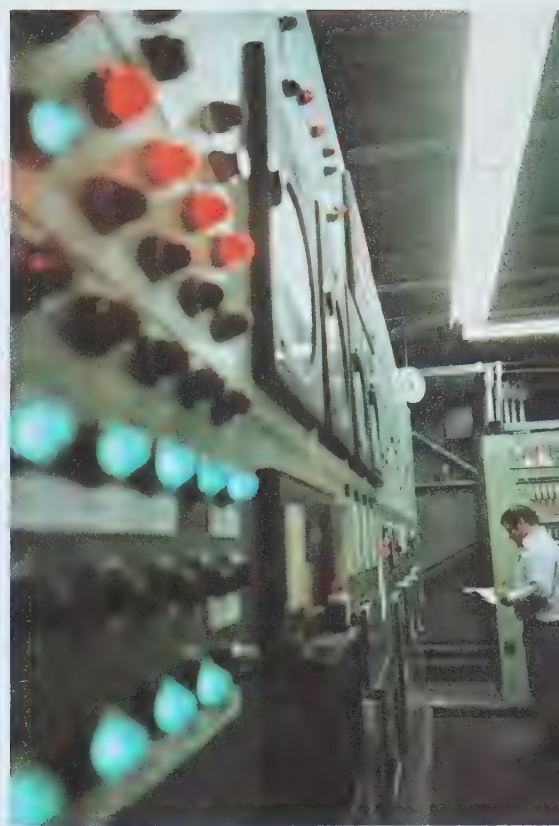
Genstar Chemical, through a U.S. subsidiary, provides blasting products and consulting services to clients such as the U.S. Steel Co., Eveleth Taconite Co., Reserve Mining Co., and Anamax Copper Co., in the Mesabi iron range of Minnesota and in other areas of the Western United States.

Left: Chemical plant at Maitland, Ontario

Above right: Monitoring the various plant processes

Lower right: "Nutrite" brand fertilizers are produced for the agricultural market





# Genstar Marine

In Canada Genstar Marine operates on both the Atlantic and Pacific oceans, the St. Lawrence River system, the Great Lakes and the St. Clair River. The array of services include tug and barge transportation, ferrying, berthing, lightering, salvage, pollution control, shipbuilding and ship repair, plus specialized sea and river transportation adapted to the demanding conditions of the Canadian Arctic.

The most extensive operations are on Canada's West Coast, where a fleet of 40 tugs and 230 barges carry bulk cargos such as logs, wood chips, lime-rock, pulp and paper, lumber, petroleum products and chemicals—the latter two in specially-designed tanker barges. Of the tugs in Genstar's West Coast service, several are manned and equipped for ship salvage on the high seas. One example of the company's pre-eminence in coastal barging is that it owns and operates the largest self-loading and dumping log transporter in the world.

Also on the West Coast Genstar operates rail car barges and terminals servicing major Canadian and U.S. railroads. The shipbuilding facilities in Vancouver and Victoria offer complete drydocking and repair services. The Vancouver shipyard—where the Genstar fleet is serviced and where a number of its tugs have been built—is capable of constructing vessels of up to 50,000 deadweight tons.

In the East, the company moves rail car barges on scheduled service in the Detroit-St. Clair River area, has a fleet of tugs working on shipdocking in the Port of Montreal, and has ship salvage and pollution control teams covering both the Atlantic and inland waters.

Above left: Seaspan Forester, the world's largest self-dumping log transporter

Above right: A new addition to Genstar's fleet of modern tugs

Lower left: Barges are designed to meet customer's specialized needs

Lower right: Rail car ferry service on Canada's West Coast





In Canada's North, Genstar operates barges on the Mackenzie River system as a one-third partner in Arctic Transportation Ltd., a specially equipped Arctic marine operation. Other ATL partners are Federal Commerce and Navigation Ltd. of Montreal and Crowley Maritime Corporation of San Francisco. With experience in ice reconnaissance and the special equipment for Arctic discharge, ATL has taken on consignments from Canada, the U.S. and Japan. The joint venture has delivered large quantities of stores, equipment, rolling stock, pre-fabricated plant modules, and pipe to the oil industry and pipeline projects in the U.S. and Canadian Arctic.

These annual "sea-lifts" to Arctic ports, in which the company as a participant in ATL takes part, are among the biggest convoys since World War II. ATL, together with its Kaps Marine subdivision based on the Mackenzie River, is currently servicing Imperial Oil exploration projects in the Beaufort Sea and is prepared to service oil and gas pipeline construction through the Mackenzie River Valley.

## Genstar Overseas

While in most of the world the tugboat is used primarily for salvage, berthing and towing, on the West Coast of North America it is the power unit of a versatile transportation system. Company tugs can be found collecting barge cargo in Mexico, Japan and the U.S. Northwest. And, in association with partners in three joint ventures, the company exports its tug and barge capabilities on a world scale.

Genstar Overseas Limited of Hamilton, Bermuda, is a one-third partner in the Global Transport Organisation, which has contracts to supply port lighterage and heavy lift services for oil projects in Saudi Arabia. The other partners are Crowley Maritime Corporation of the U.S. and Federal Pacific Limited, a member of the Federal Commerce Group.

Above left: A 457-foot truck trailer ferry under construction at the company's Vancouver Shipyards

Above right: Tugs Hooper and Taglu are part of the ATL fleet

Lower left: Self-propelled rail-car barges in B.C.

Lower right: Building modules being barged to destination in the Arctic

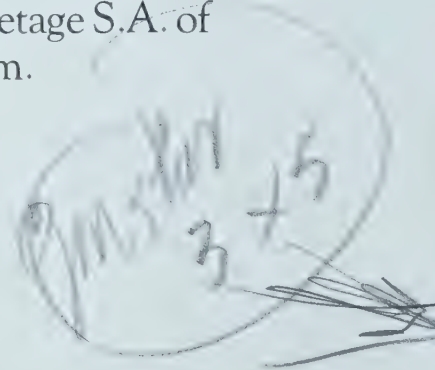




GTO, together with Compagnie Maritime Belge of Antwerp, has established a scheduled service, called EAST (Euro-Arab Sea Trailer Line, S.A.) between Marseilles and the Red Sea port of Yanbu. The line employs tri-level roll-on roll-off barges each designed to carry up to 260 containers or trailers. A trucking company has been formed by EAST in partnership with Yusuf Bin Ahmed Kanoo, the well-known Saudi trading and agency company, to handle distribution of the trailers on arrival in Saudi Arabia.

Operating world-wide, GTO specializes in the trans-oceanic movement of pipe, construction equipment, rolling stock and prefabricated housing units using barges measuring 100 x 400 feet, designed for cargos of up to 17,000 tons and loads too large for conventional ships. Prefabricated plant modules standing nine stories high have been transported to Alaska on this equipment, and a 9,500 ton jack-up drill rig was loaded on a GTO barge and towed from Houston, Texas to Bombay, India in half the normal time. And yet this tug and barge system is also capable of landing cargo in less than six feet of water — an important consideration in many parts of the world.

Genstar Overseas also has a one-third interest in Union Towing and Transportation Company U.K. (UNITOW), which provides tugs for barge transportation and anchor handling for oil-drilling and pipe laying operations in the North Sea. UNITOW provides a comprehensive towing and barge service, combining experience, proven operational capabilities, and an adaptable approach to customer's needs. It has offices in London and Great Yarmouth in England and in Antwerp, Belgium. The North Sea and Mediterranean Sea offer excellent potential for the specialized shipping methods perfected by UNITOW partners which, besides Genstar, include Crowley Maritime Corporation of San Francisco, and Union de Remorquage et de Sauvetage S.A. of Antwerp, Belgium.



Above left: The 9,000 HP tug Seaspan Royal is currently in the North Sea with UNITOW

Right: The specialized capabilities of GTO provide new methods for long-distance towing of unconventional cargo

Lower left: Triple deck roll-on roll-off barge loading in France: destination — Saudi Arabia





# Management

Genstar is a diversified operating industrial company organized on divisional lines.

While divisional management exercises a high degree of decision-making autonomy, corporate management has the responsibility of planning and allocating funds among the different divisions for the benefit of the company as a whole.

Corporate management co-ordinates all company activities so that it can take an integrated, completely self-contained approach to a project of any magnitude.

The company took its present form in 1965 with the amalgamation of its three major subsidiaries — Inland Cement, Brockville Chemical Industries and Iroquois Glass — into a single operating company. Since that time the glass operations have been sold and the company has entered other businesses.

Genstar's growth in the last ten years has been dramatic — the result of both internal expansion and acquisitions. It has been based on a solid financial foundation. With assets of \$1.2 billion and sales approaching \$1 billion, Genstar's mix of activities yields the

cost advantages of vertical integration and ensures the stability, productivity and profitability of the company as a whole.

The company has the capability of applying its resources to any project, anywhere in the world, whether they be financial resources, the skill resources of its many engineers, planners, developers and managers, or material resources, such as equipment and products.

Experience gained from diversified, worldwide operations, sometimes in partnership with other well-known companies, enables Genstar to work in any climate, in any language.

The company sees many exciting possibilities to expand aggressively into U.S. and international markets with clearly defined objectives and strong management capabilities.

Shares of Genstar are traded under the symbol GST on the New York, Toronto, Montreal, Alberta and Vancouver Stock Exchanges and on the Brussels and Antwerp Bourses.

Inside cover: Jenpeg hydro-electric project on the Nelson River in Northern Manitoba





**GENSTAR**

Genstar Limited  
Suite 4105, One Place Ville Marie  
Montreal, Canada. H3B 3R1











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**GENSTAR**

*file*

Remarks by  
**ANGUS A. MacNAUGHTON**  
Vice Chairman of the Board

and  
**ROSS J. TURNER**  
President

at the annual meeting of  
the shareholders of

**GENSTAR LIMITED**

**MONTREAL, CANADA**  
17 May 1978





A.A. MacNaughton

Our results for 1977 showed increases for the seventh consecutive year, in revenues, net income, earnings per share and in dividends. We are confident about 1978 also and expect some modest improvement in our results for the year.

I don't intend repeating all the numbers from our annual report, but I would like to point out that over the past five years dividends have grown at a compound annual rate of 17 per cent, revenues at 23 per cent and earnings per common share at 26 per cent.

Genstar ranks among the top 25 industrial companies in Canada in terms of sales, assets and net income.

Compared to over 1,000 U.S. corporations listed in the Forbes Magazine annual survey of industrial companies, Genstar would rank 92nd in terms of five-year average growth in earnings per share, and second in the category of 24 major diversified companies.

The average price of a Genstar common share has increased from \$16.50 on May 17, 1973 to about \$27.00 today and



dividends over this five-year period amounted to \$5.89. This represents an average annual return to the investor of 20 per cent.

### First Quarter

For the first quarter of this year net income was \$9.5 million or 72 cents per common share compared to \$8.9 million or 70 cents per common share last year. Revenues for the quarter were \$185 million compared to a restated \$184 million last year.

The restatement reflects the recently completed sale of the company's import-export division based in New York. This agency operation had limited growth potential and, following the sale of the steel fabricating and warehousing activities in Texas and in Chicago, marks the end of our involvement in this area of activity.

Included in 1978 revenues is Genstar's share of the net contribution from Alberta Land Development Company, a partnership formed for the development and sale of substantially all of our residential and commercial land holdings in Alberta. Other partners in the venture are ATCO Industries Ltd. and two Canadian banks. Early in May, Genstar made a \$117 million capital withdrawal





from the partnership which was used to reduce short-term borrowings, resulting in a substantial improvement in working capital and debt-to-equity ratio.

First quarter earnings, while satisfactory, reflect an unrealized loss of \$2.4 million on translation of the accounts of U.S. subsidiaries into Canadian dollars. Lower income taxes during the quarter had a favorable effect on net income and results from the application of the manufacturing tax rate to the earnings of a larger portion of the company's operations.

Increased volume in the Western Canadian land operations, including Alberta Land Development Company, the sale of a venture capital portfolio investment, and improved results of the West Coast marine division contributed to the increase in income in the first quarter. Land sales in the first quarter were considerably stronger than in the same period last year as a result of an accelerated land servicing program to staisfy continued strong demand in all major urban centers in Western Canada. Western Canadian marine operations improved in the first quarter on a volume increase resulting from increased forest products business in British Columbia and the integration of a tug and barge company acquired in mid-1977.



Housing income in both Western Canada and California was lower in the current quarter compared to the first quarter of 1977. In Western Canada, unit sales were slightly higher than last year but rising costs more than offset increased revenues. Demand for housing is at a high level, particularly for duplex and townhouse units and for lower-priced single family units. In California, inclement weather throughout the first quarter has delayed servicing for new developments and completion of homes under construction. As a result, unit sales were lower than in the first quarter of 1977 but buyer interest remains strong.

Building materials and construction divisions in Western Canada were off to a slower start compared with last year due to a hard winter. Cement volume was the same as in the first quarter of 1977.

Our Quebec-based cement, building materials and construction operations were disappointing in the first quarter. This is due in some measure to the reluctance of the private sector to invest in the province, because of political uncertainty, and the outlook for the remainder of the year and beyond 1978 is not encouraging.

In addition to its effect on business, the situation





in Quebec also affects the social milieu in which corporate office employees live. The current atmosphere will inhibit talented people from moving into the province and makes it increasingly difficult to retain professional staff now located here.

One of our concerns is the increasing financial disadvantage which middle and upper income corporate managers, whether at Genstar or at other companies, experience in living in Quebec.

The personal income tax differential between Montreal and other major centers in Canada and the United States is widening. The gap has been increased further by the latest provincial government budget which again hits hardest at the professional managerial group which makes up the largest part of a corporate office staff. This differential in after-tax income is beginning to require a financial sacrifice from the professional, managerial business people which now outweighs the other advantages of living in Montreal.

The operations of many companies headquartered in Montreal are, to a large extent, as in Genstar's case, located outside of Quebec. The establishment of headquarters by



these companies in Montreal was a matter of preference, based on the perception of Montreal as an exciting, cosmopolitan city capable of serving the professional, business and social needs of a corporate office staff.

However, the fact that the advantages Montreal has traditionally enjoyed as a location for a corporate head office are now exceeded by its disadvantages is a cause of concern to many in the community.

We are aware that we are not alone in expressing these concerns and can only hope that the provincial government will consider the potentially adverse effects of its policies on the largest of Quebec's employers, the head office industry in Montreal. The loss of head offices to date has been significant and any further movements out of Montreal could damage the community.

Our concerns extend as well to federal government fiscal and economic policy which, over the past several years, has inhibited the ability of Canadian business to compete, grow and prosper.

The United States, at the same time, appears to have a more receptive atmosphere toward business and has attracted many Canadian companies to expand their operations south





of the border. Genstar is no exception. We see further expansion of our activities and potential in the United States toward our objectives.



R.J. Turner

I would like to take this opportunity to review briefly the main objectives of Genstar's business strategy as we look to the future.

In order to provide the optimum return on investment for our shareholders over both the short and long term, our goal is to develop a diversified earnings base both as to industry and location. To achieve this, we have invested in those geographic areas which provide stable, long-term growth and above average profit potential.

We have stated on a number of occasions as well as in our annual report, that we would be turning our attention for new investments more to the markets in the United States. We believe that a shift in the emphasis of our growth to these markets can provide Genstar with the additional opportunities necessary to achieve our corporate objectives.

In Canada, the majority of the businesses in which we are engaged and the geographic areas in which we operate our activities are relatively mature. We believe that the





larger population base of the U.S., which is ten times that of Canada, gives Genstar the size and density of markets that meets our growth expectations.

There are other important reasons as well that cause us to direct our attention more to the U.S.

We find the climate for business investment in the U.S. is generally more favorable than in Canada. Business does not like to operate in an atmosphere of uncertainty and it should be remembered that capital is mobile.

The present uncertain political climate in Canada does little to promote business confidence as time and energies seem to be diverted from maximizing Canada's natural advantages and building a stronger economy. Over the past few years we have been subject to wage and price controls as well as controls on foreign investment in Canada. At the same time government expenditure at all levels has risen to where it represents over 40 per cent of our Gross National Product.

In recent years the U.S. appears to have managed their economy better. In the U.S., the rate of inflation is considered high at 6.5 per cent but this compares well with the current Canadian rate of 8.8 per cent. Wages in



Canada in most industries are higher despite our depreciated dollar and while productivity in Canada has improved, it is still, on average, 20 per cent less than in the U.S. The decline in the value of the Canadian dollar is a barometer of how others view our economy. Strong leadership is required at all levels if we are to improve economic conditions in the near term.

Our current emphasis on growth in the U.S. is not entirely new. We have been active in California since 1970 in the development of shopping centers, in venture capital investment and in providing title abstract and escrow services in the San Francisco area. Since 1973 we have also been active in house building and land development. These businesses have been expanded over the years to the extent that 22 per cent of our total revenues and 14 per cent of total operating income in 1977 came from our activities in the United States.

In 1977 housing and land development operations were expanded because of the number of potentially profitable opportunities available to us. These opportunities are predominantly in the "Sunbelt" states of the West and South. In California, for instance, we moved from our historical base in Orange County, south of Los Angeles, and began building houses in the San Diego and San





Francisco areas. Total house sales in California have increased from a level of about 250 units in 1973 to 1,000 units last year. Moreover, for the first time in California we sold serviced residential building lots - a total of 350 in 1977.

We have also commenced operations in Florida and Texas. Since 1960 the population of southwest Florida has increased by 141 per cent and that of the Houston area of Texas by 75 per cent, well above the 19 per cent average growth in major metropolitan areas. This year approximately 350 serviced lots will be available for sale from our Florida development near Miami, and in Houston the first Genstar-built housing units will come on stream.

We have also increased our involvement in the field of financial services. Through a newly created division we are participating, mostly as a limited partner, in providing the initial financing for real estate joint ventures. Today we participate in 31 active investments which will have a gross value of approximately \$550 million when completed. These ventures include single-family, condominium and apartment developments in a number of areas of California and Texas, garden/office developments in California, Arizona and Texas and shopping centers in Arizona. In addition to our title abstract and escrow services in the



San Francisco area, we have made a small entry into the thrift and loan field and we are presently investigating suitable possibilities for expansion into mortgage banking and specialty leasing businesses in the western United States.

While the expansion in 1977 primarily took place in housing and land development, we continue to seek opportunities for growth in other areas of activity similar to those we are engaged in in Canada. We are also investigating opportunities to enter related businesses.

While we are faced with a less than robust economic climate in Canada, we still look forward with a certain confidence as Genstar is fortunate that the major portion of our operations are located in areas of the country which, in 1978, are expected to perform above the national average.

Over the past five years we have built new plants and modernized our other facilities for the production of building materials throughout Western Canada. Our new Vancouver cement plant will be in production this year and the Edmonton plant expansion will be completed in 1980. The expansion of facilities at Maitland, Ontario for the production of industrial chemical products was completed over a year ago and our West Coast marine fleet has been strengthened and expanded through the addition of new





equipment during the past five years and the acquisition of Gulf of Georgia Towing Co. last year.

In our 1976 annual report we said that we had embarked on an inventory review process to reassess our land holdings in order to bring them more closely into line with our future operational requirements. A major result of this review was the recently announced establishment of Alberta Land Development Company in partnership with ATCO Industries Ltd. of Calgary.

Most of the \$350 million of capital expenditures over the past five years was aimed at providing Genstar with the modern facilities and equipment to maintain a position of leadership in our diverse activities in Western Canada. We believe we have been successful in this respect and we see continuing growth for these businesses in the future as the economy expands. We also look forward with optimism to participating in the natural resource-based development of Canada's West and North.

Ladies and Gentlemen, our objective has been to develop a strong team of capable and experienced managers, to provide them with the modern plants and equipment necessary to do the job, and to pursue a strategy of industrial and geographic diversification in order that Genstar can continue to be an attractive investment vehicle for the future.



AR34

**GENSTAR**

**AND THE INSTITUTIONAL INVESTOR**







# GENSTAR

## Market Price Range (Common Stock) Toronto Stock Exchange



\*For the ten months ending October 1978.

|                                       | 1977             | 1976         | 1975         | 1974         | 1973         | 1972         | 1971         | 1970         | 1969         | 1968         | 10-year<br>compnd.<br>growth<br>rate | 5-year<br>compnd.<br>growth<br>rate |
|---------------------------------------|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------------------------|-------------------------------------|
| <b>Revenues</b>                       | <b>\$1,039.3</b> | <b>888.3</b> | <b>721.5</b> | <b>648.6</b> | <b>511.8</b> | <b>369.8</b> | <b>280.6</b> | <b>210.7</b> | <b>253.3</b> | <b>208.6</b> | <b>26.6%</b>                         | <b>23.0%</b>                        |
| <b>Net Income</b>                     | <b>\$ 64.4</b>   | <b>55.7</b>  | <b>47.2</b>  | <b>35.1</b>  | <b>25.0</b>  | <b>14.4</b>  | <b>10.6</b>  | <b>5.8</b>   | <b>8.7</b>   | <b>5.1</b>   | <b>32.4%</b>                         | <b>34.9%</b>                        |
| <b>Shareholders' equity</b>           | <b>\$ 368.2</b>  | <b>315.6</b> | <b>263.6</b> | <b>226.0</b> | <b>198.6</b> | <b>136.3</b> | <b>126.8</b> | <b>119.9</b> | <b>104.6</b> | <b>86.9</b>  | <b>16.6%</b>                         | <b>22.0%</b>                        |
| <b>Per share statistics</b>           |                  |              |              |              |              |              |              |              |              |              |                                      |                                     |
| Net income per common share           |                  |              |              |              |              |              |              |              |              |              |                                      |                                     |
| Canadian Method — Basic               | \$ 5.06          | 4.63         | 4.03         | 3.06         | 2.52         | 1.58         | 1.19         | 0.68         | 1.16         | 0.75         | 23.6%                                | 26.2%                               |
| — Fully diluted                       | 4.65             | 4.18         | 3.61         | 2.71         | 2.18         | 1.34         | 1.15         | 0.67         | 1.16         | 0.75         | 22.5%                                | 28.3%                               |
| United States Method — Primary        | 5.01             | 4.58         | 4.01         | 3.05         | 2.51         | 1.57         | 1.18         | 0.68         | 1.16         | 0.75         | 23.4%                                | 26.1%                               |
| — Fully diluted                       | 4.73             | 4.23         | 3.69         | 2.77         | 2.24         | 1.36         | 1.18         | 0.68         | 1.16         | 0.75         | 22.7%                                | 28.3%                               |
| Cash flow from operations             | 8.62             | 8.02         | 6.76         | 5.87         | 4.61         | 3.43         | 2.49         | 2.20         | 2.77         | 2.39         | 18.1%                                | 20.3%                               |
| Dividends                             | 1.42             | 1.25         | 1.20         | 1.05         | 0.80         | 0.65         | 0.60         | 0.40         | 0.70         | 0.65         | 8.1%                                 | 16.9%                               |
| Payout ratio (%)                      | 28%              | 27%          | 30%          | 34%          | 32%          | 41%          | 50%          | 59%          | 60%          | 87%          |                                      |                                     |
| Book value per share                  | \$ 27.56         | 24.30        | 21.00        | 18.24        | 16.30        | 14.85        | 15.04        | 13.41        | 13.22        | 12.51        | 8.4%                                 | 13.2%                               |
| Market range — high                   | 27.63            | 24.00        | 19.88        | 20.00        | 19.50        | 18.00        | 13.50        | 13.50        | 17.38        | 18.25        | 5.1%                                 | 8.9%                                |
| Market range — low                    | 22.38            | 19.00        | 14.38        | 12.75        | 14.00        | 12.75        | 10.00        | 7.50         | 10.50        | 13.00        | 8.3%                                 | 11.9%                               |
| Average price earnings ratio          | 4.9              | 4.6          | 4.3          | 5.4          | 6.6          | 9.7          | 9.9          | 15.4         | 12.0         | 20.8         |                                      |                                     |
| Average dividend yield                | 5.7%             | 5.8%         | 7.0%         | 6.4%         | 4.8%         | 4.2%         | 5.1%         | 3.8%         | 5.0%         | 4.2%         |                                      |                                     |
| Common shares outstanding (Actual)    | 12.9             | 11.9         | 11.5         | 11.1         | 10.8         | 9.2          | 9.1          | 8.9          | 7.9          | 6.9          | 7.1%                                 | 7.0%                                |
| <b>Return on net assets</b>           | <b>8.5%</b>      | <b>7.5%</b>  | <b>10.4%</b> | <b>9.0%</b>  | <b>7.6%</b>  | <b>5.9%</b>  | <b>4.8%</b>  | <b>4.0%</b>  | <b>4.6%</b>  | <b>3.7%</b>  |                                      |                                     |
| <b>Return on shareholders' equity</b> | <b>17.9%</b>     | <b>18.8%</b> | <b>19.0%</b> | <b>16.7%</b> | <b>14.2%</b> | <b>10.6%</b> | <b>8.4%</b>  | <b>4.8%</b>  | <b>8.3%</b>  | <b>5.9%</b>  |                                      |                                     |



October, 1978

Genstar has become one of Canada's major corporations in the past five years. The Financial Post ranked Genstar in 1977 as the 18th largest Canadian corporation in terms of net income and 21st in terms of total assets. This is an increase in ranking during the last five years from 41st in terms of net income and 31st in terms of total assets.

#### GENSTAR LIMITED FINANCIAL POST RANKINGS

|              | 1977 | 1973 |
|--------------|------|------|
| Net Income   | 18   | 41   |
| Total Assets | 21   | 31   |

Genstar's growth as a major industrial corporation has led to a growing institutional investor interest in Canada, the United States and abroad.

Genstar common shares are currently traded on The New York Stock Exchange; the Toronto, Montreal, Alberta and Vancouver Exchanges in Canada; the Brussels and Antwerp Bourses in Belgium; and the Zurich, Geneva and Basel Exchanges in Switzerland. Multiple listing provides convenient trading facilities for investors in the major capital markets of the world today and means that Genstar shares can be bought or sold in U.S. dollars, Canadian dollars, Belgian francs and in Swiss francs.

As of July 1978, Genstar had 13,250,000 common shares outstanding of which approximately 70% or 9,275,000 are held by individual investors and institutions. In 1977, 1,850,000 shares were traded with an approximate trading value of \$50,000,000. Trading volume during the first six months of 1978 has totalled 1,250,000 shares.

The tables embodied in this presentation are designed to place the Corporation into perspective relative to the size and performance of other Canadian industrials.

**TABLE ONE** ranks the top 50 industrials in terms of estimated common share market float. Control blocks exceeding 50% of outstanding shares have been excluded from this calculation since they are rarely traded. **Genstar ranks 22nd in this listing.**

**TABLE TWO** maintains the ranking in terms of market float illustrated in TABLE ONE but highlights the 10, 5 and 3 year growth in earnings per share. **Genstar ranks 11th in 5-year growth in earnings per share. During the past 5 years, earnings per share have grown at a compound annual rate of 24.4%.**

**TABLE THREE** illustrates the annualized total rate of return to investors based on income and capital appreciation. Over the past 5 years, ending in 1977, **Genstar ranked 6th in total annualized return with a rate of 16.3%.**

**TABLE FOUR** ranks the top 50 Canadian corporations including all equity capital including preferred shares. **In terms of total equity capital Genstar ranks 33rd. Genstar ranks 12th on a 5-year basis in earnings per share with a compound annual growth rate of 24.4%.**

**TABLE FIVE** again ranks the top 50 in terms of total equity and illustrates total shareholder return. **Genstar has returned 16.3% total annualized return for the past 5 years, ranking 6th among the top 50 Canadian industrials.**

Additional information about Genstar or its shares can be obtained by contacting: Hugh McAdams, Treasurer, or Laurence Karsh, Investor Relations.

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TABLE ONE  
TOP 50 CANADIAN INDUSTRIAL AND UTILITY  
CORPORATIONS BASED ON MARKET CAPITALIZATION EXCLUDING HOLDINGS  
OF 50% OR MORE OF THE OUTSTANDING SHARES

| Rank | Corporation              | Outstanding<br>shares<br>June 30, 1978<br>(000's) | Estimated number<br>of shares avail-<br>able for trading<br>(000's) | Stock Price<br>Sept. 29, 1978 | Estimated<br>market float<br>(000's) |
|------|--------------------------|---|---|-------------------------------|--------------------------------------|
| 1    | Bell Canada              | 44,155  | 44,155  | \$61 1/8                      | \$2,698,974                          |
| 2    | Canadian Pacific Ltd.    | 71,662  | 71,662  | 23 7/8                        | 1,710,930                            |
| 3    | Alcan Aluminum           | 40,447  | 40,447  | 38 3/8                        | 1,552,153                            |
| 4    | Inco                     | 74,594  | 74,594  | 20 1/4                        | 1,510,528                            |
| 5    | Dome Petroleum           | 12,230  | 12,230  | 93                            | 1,137,390                            |
| 6    | Seagram                  | 35,077  | 35,077  | 32 1/4                        | 1,131,233                            |
| 7    | Moore Corp.              | 28,521  | 28,521  | 36                            | 1,026,756                            |
| 8    | Pacific Petroleum        | 21,393  | 21,393  | 47                            | 1,005,471                            |
| 9    | Imperial Oil (2)         | 130,246   | 39,595  | 23 5/8                        | 935,431                              |
| 10   | Noranda Mines            | 24,465  | 24,465  | 36 1/8                        | 883,798                              |
| 11   | TransCanada PipeLines    | 39,712  | 39,712  | 18                            | 714,816                              |
| 12   | Stelco                   | 24,713  | 24,713  | 26 3/4                        | 661,072                              |
| 13   | Dome Mines               | 6,440   | 6,440   | 101 1/2                       | 653,660                              |
| 14   | Walker-Gooderham & Worts | 17,376  | 17,376  | 36 1/2                        | 634,224                              |
| 15   | MacMillan Bloedel        | 21,261  | 21,261  | 24                            | 510,264                              |
| 16   | Husky Oil                | 10,934  | 10,934  | 44 1/2                        | 486,563                              |
| 17   | Gulf Canada (2)          | 45,497  | 14,423  | 33 1/2                        | 483,170                              |
| 18   | Brascan                  | 28,341  | 28,341  | 16 5/8                        | 471,169                              |
| 19   | Dofasco                  | 15,751  | 15,751  | 29 1/4                        | 460,716                              |
| 20   | Interprovincial Pipeline | 25,574  | 25,574  | 17 1/8                        | 437,954                              |
| 21   | Alberta Gas Trunk        | 27,885  | 27,885  | 15 1/2                        | 432,217                              |
| 22   | Genstar                  | 12,947  | 12,947  | 33 3/8                        | 432,106                              |
| 23   | Calgary Power            | 10,666  | 10,666  | 39 1/8                        | 417,307                              |
| 24   | Kaiser Resources         | 26,815  | 26,815  | 15 1/4                        | 408,928                              |
| 25   | Westcoast Transmission   | 33,858  | 33,858  | 11 5/8                        | 393,599                              |

Notes: See Page 2.

**TABLE ONE (Continued)**  
**TOP 50 CANADIAN INDUSTRIAL AND UTILITY**  
**CORPORATIONS BASED ON MARKET CAPITALIZATION EXCLUDING HOLDINGS**  
**OF 50% OR MORE OF THE OUTSTANDING SHARES**

| Rank | Corporation                 | Outstanding<br>shares<br>June 30, 1978<br>(000's) | Estimated number<br>of shares avail-<br>able for trading<br>(000's) | Stock Price<br>Sept. 29, 1978 | Estimated<br>market float<br>(000's) |
|------|-----------------------------|---|---|-------------------------------|--------------------------------------|
| 26   | Hudsons Bay Oil & Gas (2)   | 18,983  | 8,944   | \$43 3/4                      | \$391,300                            |
| 27   | Norcen Energy Resources     | 22,785  | 22,785  | 17                            | 387,345                              |
| 28   | Consumers Gas               | 20,659  | 20,659  | 18 1/2                        | 382,192                              |
| 29   | Denison Mines               | 4,568   | 4,568   | 75 1/2                        | 344,884                              |
| 30   | Abitibi                     | 18,547  | 18,547  | 18 1/8                        | 336,164                              |
| 31   | Domtar                      | 14,827  | 14,827  | 22                            | 326,194                              |
| 32   | Hudsons Bay                 | 14,155  | 14,155  | 23                            | 325,565                              |
| 33   | Southern Press              | 12,400  | 12,400  | 26 1/4 (3)                    | 325,500                              |
| 34   | Northern Telecom (2)        | 26,469  | 8,205   | 39 3/8                        | 323,072                              |
| 35   | Shell Canada (2)            | 63,813  | 21,225  | 14 7/8                        | 315,722                              |
| 36   | Placer                      | 12,108  | 12,108  | 25 1/4                        | 305,727                              |
| 37   | Simpson                     | 46,969  | 46,969  | 6 1/2                         | 305,299                              |
| 38   | Molsons                     | 13,697  | 13,697  | 22 1/8 (3)                    | 303,046                              |
| 39   | Dominion Bridge             | 10,636  | 10,636  | 27 1/2                        | 292,490                              |
| 40   | Canadian Tire               | 11,413  | 11,413  | 25 1/2 (3)                    | 291,032                              |
| 41   | Canadian Superior Oil       | 8,965   | 4,408   | 65 1/2                        | 288,724                              |
| 42   | Consolidated Bathurst       | 7,296   | 7,296   | 36 3/4 (3)                    | 268,128                              |
| 43   | Cominco (2)                 | 16,997  | 7,833   | 32 5/8                        | 255,552                              |
| 44   | Labatt                      | 11,583  | 11,583  | 21 1/2 (3)                    | 249,035                              |
| 45   | Massey Ferguson             | 18,250  | 18,250  | 13 1/4                        | 241,813                              |
| 46   | Thomson Newspapers (2)      | 49,236  | 14,278  | 14 7/8 (3)                    | 212,385                              |
| 47   | Rio Algom Mines (2)         | 13,510  | 5,448   | 38 1/8                        | 207,705                              |
| 48   | Imasco (2)                  | 9,671   | 4,996   | 36 1/8 (3)                    | 180,481                              |
| 49   | Home Oil (2)                | 8,215   | 4,140   | 38 1/2 (4)                    | 159,390                              |
| 50   | Campbell Red Lake Mines (2) | 7,999   | 3,459   | 46                            | 159,114                              |

Notes: (1) Excluding holdings of 50% or more of the common shares.  
(2) Excluding holding of 50% or more of the common shares.  
(3) Class A.  
(4) Class B.

Source: Wood Gundy Limited



**TABLE TWO**  
TOP 50 CANADIAN INDUSTRIAL AND UTILITY  
CORPORATIONS BASED ON MARKET CAPITALIZATION EXCLUDING HOLDINGS  
OF 50% OR MORE OF THE OUTSTANDING SHARES

| Rank | Corporation              | Compound Annual Growth in Earnings Per Share (1) |         |         |          |         |         |
|------|--------------------------|--|---------|---------|----------|---------|---------|
|      |                          | 10 years   |         | 5 years |          | 3 years |         |
|      |                          | %  | Rank(2) | %       | Rank (2) | %       | Rank(2) |
| 1    | Bell Canada              | 8.56   | 32      | 6.90    | 33       | 2.56    | 30      |
| 2    | Canadian Pacific Ltd.    | 19.00  | 14      | 24.81   | 10       | 10.01   | 21      |
| 3    | Alcan Aluminium          | -0.06  | 46      | 3.02    | 39       | 12.05   | 18      |
| 4    | Inco                     | 2.01   | 45      | -4.92   | 44       | -29.84  | 48      |
| 5    | Dome Petroleum           | 26.32  | 5       | 49.15   | 2        | 59.12   | 1       |
| 6    | Seagram                  | 6.40   | 40      | 4.76    | 36       | 2.77    | 29      |
| 7    | Moore Corp.              | 10.95  | 24      | 9.09    | 29       | 0.81    | 33      |
| 8    | Pacific Petroleum        | 23.02  | 6       | 25.33   | 9        | 22.62   | 5       |
| 9    | Imperial Oil             | 14.31  | 22      | 10.46   | 27       | 0.42    | 35      |
| 10   | Noranda Mines            | 3.81   | 43      | -9.88   | 48       | -22.84  | 45      |
| 11   | TransCanada Pipelines    | 18.36  | 16      | 18.84   | 14       | 18.91   | 10      |
| 12   | Stelco                   | 8.08   | 35      | 2.62    | 40       | -8.21   | 39      |
| 13   | Dome Mines               | 29.00  | 3       | 31.64   | 5        | 14.54   | 16      |
| 14   | Walker-Gooderham & Worts | 3.51   | 44      | -1.06   | 43       | -2.14   | 37      |
| 15   | MacMillan Bloedel        | (3)  | --      | (3)     | --       | (3)     | --      |
| 16   | Husky Oil                | 21.20  | 9       | 21.96   | 12       | 3.42    | 28      |
| 17   | Gulf Canada              | 19.35  | 12      | 21.57   | 13       | 3.64    | 27      |
| 18   | Brascan                  | 10.67  | 26      | 4.67    | 37       | 9.30    | 23      |
| 19   | Dofasco                  | 9.52   | 30      | 10.07   | 28       | -0.98   | 36      |
| 20   | Interprovincial Pipeline | 6.89   | 39      | -0.24   | 42       | 6.48    | 26      |
| 21   | Alberta Gas Trunk        | 12.67  | 23      | 18.40   | 15       | 25.17   | 4       |
| 22   | Genstar                  | 22.94  | 7       | 24.40   | 11       | 17.91   | 12      |
| 23   | Calgary Power            | 10.35  | 28      | 13.35   | 20       | 20.37   | 9       |
| 24   | Kaiser Resources         | (3)  | --      | (3)     | --       | 48.26   | 2       |
| 25   | Westcoast Transmission   | 19.00  | 13      | 11.21   | 24       | 7.60    | 25      |

Notes: See Page 2.

**TABLE TWO (Continued)**  
**TOP 50 CANADIAN INDUSTRIAL AND UTILITY**  
**CORPORATIONS BASED ON MARKET CAPITALIZATION EXCLUDING HOLDINGS**  
**OF 50% OR MORE OF THE OUTSTANDING SHARES**

| Rank | Corporation             | Compound Annual Growth in Earnings Per Share (1) |         |         |          |         |         |           |  |
|------|-------------------------|--|---------|---------|----------|---------|---------|-----------|--|
|      |                         | 10 years   |         | 5 years |          | 3 years |         |           |  |
|      |                         | %  | Rank(2) | %       | Rank (2) | %       | Rank(2) | 1974-1977 |  |
| 26   | Hudson's Bay Oil & Gas  | 17.20  | 18      | 28.25   | 7        | 18.68   | 11      |           |  |
| 27   | Norcen Energy Resources | 7.23   | 38      | 8.13    | 31       | 0.44    | 34      |           |  |
| 28   | Consumers Gas           | 8.27   | 33      | 8.80    | 30       | 9.63    | 22      |           |  |
| 29   | Denison Mines           | 8.03   | 36      | 26.11   | 8        | 20.80   | 7       |           |  |
| 30   | Abitibi Paper Co.       | 9.89   | 29      | 5.64    | 35       | -10.67  | 41      |           |  |
| 31   | Dontar                  | 8.13   | 34      | -7.61   | 47       | -37.10  | 49      |           |  |
| 32   | Hudson's Bay            | 7.84   | 37      | 12.54   | 22       | 16.33   | 14      |           |  |
| 33   | Southam Press           | 15.38  | 20      | 10.96   | 25       | 10.96   | 19      |           |  |
| 34   | Northern Telecom        | 34.77  | 1       | 28.66   | 6        | 13.68   | 17      |           |  |
| 35   | Shell Canada            | 15.42  | 19      | 11.83   | 23       | 1.81    | 31      |           |  |
| 36   | Placer                  | 10.51  | 27      | -6.95   | 45       | -25.15  | 42      |           |  |
| 37   | Simpsons                | 10.85  | 25      | 1.35    | 41       | 1.80    | 32      |           |  |
| 38   | Molson's                | 5.04   | 42      | 6.92    | 32       | 15.71   | 15      |           |  |
| 39   | Dominion Bridge         | 28.37  | 4       | 37.42   | 3        | 22.01   | 6       |           |  |
| 40   | Canadian Tire           | 18.93  | 15      | 13.37   | 19       | 8.91    | 24      |           |  |
| 41   | Canadian Superior Oil   | 32.91  | 2       | 49.46   | 1        | 20.69   | 8       |           |  |
| 42   | Consolidated Bathurst   | (3)  | --      | 16.78   | 17       | -29.63  | 47      |           |  |
| 43   | Cominco                 | 9.46   | 31      | 15.66   | 18       | -15.36  | 43      |           |  |
| 44   | Labatt                  | 5.77   | 41      | -7.55   | 46       | -19.12  | 44      |           |  |
| 45   | Massey-Ferguson         | (3)  | --      | 3.80    | 38       | -26.65  | 46      |           |  |
| 46   | Thomson Newspapers      | 21.00  | 10      | 17.09   | 16       | 17.24   | 13      |           |  |
| 47   | Rio Algom Mines         | 17.58  | 17      | 6.63    | 34       | -3.51   | 38      |           |  |
| 48   | Inasco                  | 14.95  | 21      | 12.75   | 21       | 10.21   | 20      |           |  |
| 49   | Home Oil                | 21.85  | 8       | 32.58   | 4        | 28.17   | 3       |           |  |
| 50   | Campbell Red Lake Mines | 20.08  | 11      | 10.94   | 26       | -10.51  | 40      |           |  |

- Notes: (1) Growth rates calculated by fitting a trend line to the earnings per share results for the period using a least-squares logarithmic method.
- (2) Rankings based on the companies for which growth rates could be calculated i.e. 46 companies for the periods 1967-77, 48 for 1972-77, and 49 companies for the period 1974-77. See Note (4).
- (3) A growth rate in earnings per share cannot be calculated using the method described in Note (2) if the corporation has had losses in any of the years of the period.

TABLE THREE

TOP 50 CANADIAN INDUSTRIAL AND UTILITY  
CORPORATIONS BASED ON MARKET CAPITALIZATION EXCLUDING HOLDINGS  
OF 50% OR MORE OF THE OUTSTANDING SHARES

| Annualized Total Rate of Return to Investors (1) |                          |                       |      |                      |      |                      |      |
|--|--------------------------|-----------------------|------|----------------------|------|----------------------|------|
| Rank   | Corporation              | 10 years<br>1967-1977 |      | 5 years<br>1972-1977 |      | 3 years<br>1974-1977 |      |
|  |                          | %                     | Rank | %                    | Rank | %                    | Rank |
| 1  | Bell Canada              | 8.16                  | 20   | 11.37                | 12   | 15.90                | 26   |
| 2  | Canadian Pacific Ltd.    | 9.48                  | 14   | 6.92                 | 17   | 14.67                | 27   |
| 3  | Alcan Aluminum           | 3.71                  | 34   | 8.63                 | 15   | 17.33                | 22   |
| 4  | Inco                     | -5.20                 | 46   | -4.44                | 39   | 3.88                 | 39   |
| 5  | Dome Petroleum           | 12.31                 | 6    | 6.63                 | 18   | 51.57                | 3    |
| 6  | Seagram                  | 5.42                  | 29   | -8.45                | 45   | -5.65                | 46   |
| 7  | Moore Corp.              | 3.19                  | 37   | -7.70                | 42   | -5.86                | 47   |
| 8  | Pacific Petroleum        | 11.14                 | 10   | 2.89                 | 24   | 52.48                | 2    |
| 9  | Imperial Oil             | 5.74                  | 28   | -13.00               | 47   | 3.31                 | 40   |
| 10   | Noranda Mines            | 4.89                  | 30   | -5.49                | 40   | 1.14                 | 42   |
| 11   | TransCanada PipeLines    | 9.66                  | 13   | 5.24                 | 20   | 31.96                | 12   |
| 12   | Stelco                   | 8.26                  | 19   | -2.97                | 37   | 5.39                 | 38   |
| 13   | Dome Mines               | 14.54                 | 2    | 27.65                | 3    | 19.69                | 20   |
| 14   | Walker-Gooderham & Worts | 3.87                  | 33   | -7.15                | 41   | -0.86                | 44   |
| 15   | MacMillan Bloedel        | 1.79                  | 40   | -2.22                | 34   | -3.47                | 45   |
| 16   | Husky Oil                | 2.96                  | 38   | 10.72                | 14   | 40.35                | 8    |
| 17   | Gulf Canada              | 7.97                  | 22   | -2.92                | 36   | 12.14                | 32   |
| 18   | Brascan                  | 14.39                 | 3    | 1.09                 | 28   | 23.74                | 14   |
| 19   | Dofasco                  | 7.32                  | 25   | 1.65                 | 26   | 10.38                | 33   |
| 20   | Interprovincial Pipeline | 1.33                  | 43   | -8.17                | 43   | 17.27                | 23   |
| 21   | Alberta Gas Trunk        | 11.95                 | 7    | 1.59                 | 27   | 21.35                | 18   |
| 22   | Genstar                  | 11.42                 | 8    | 16.29                | 6    | 32.87                | 11   |
| 23   | Calgary Power            | 9.12                  | 16   | 10.82                | 13   | 27.63                | 13   |
| 24   | Kaiser Resources         | ---                   | --   | 67.94                | 1    | 53.05                | 1    |
| 25   | Westcoast Transmission   | 8.42                  | 17   | 14.93                | 7    | 33.09                | 10   |

**TABLE THREE (Continued)**  
**TOP 50 CANADIAN INDUSTRIAL AND UTILITY**  
**CORPORATIONS BASED ON MARKET CAPITALIZATION EXCLUDING HOLDINGS**  
**OF 50% OR MORE OF THE OUTSTANDING SHARES**

| Rank | Corporation             | Annualized Total Rate of Return to Investors (1) |      |         |      |         |      |
|------|-------------------------|--|------|---------|------|---------|------|
|      |                         | 10 years   |      | 5 years |      | 3 years |      |
|      |                         | %  | Rank | %       | Rank | %       | Rank |
| 26   | Hudsons Bay Oil & Gas   | 2.92   | 39   | -1.38   | 33   | 48.10   | 5    |
| 27   | Norcen Energy Resources | 9.13   | 15   | 14.38   | 8    | 38.07   | 9    |
| 28   | Consumers Gas           | 3.22   | 36   | 5.31    | 19   | 14.17   | 28   |
| 29   | Denison Mines           | -1.79  | 45   | 19.37   | 5    | 20.59   | 19   |
| 30   | Abitibi                 | 6.19   | 27   | 3.94    | 22   | 6.27    | 37   |
| 31   | Domtar                  | 11.18  | 9    | 3.51    | 23   | -0.45   | 43   |
| 32   | Hudsons Bay             | 1.70   | 41   | 2.86    | 25   | 21.87   | 16   |
| 33   | Southern Press          | 10.73  | 11   | -2.53   | 35   | 3.07    | 41   |
| 34   | Northern Telecom        | ---  | ---  | ---     | ---  | 21.36   | 17   |
| 35   | Shell Canada            | 6.56   | 26   | -0.13   | 32   | 16.74   | 24   |
| 36   | Placer                  | 7.66   | 24   | 8.32    | 16   | 22.40   | 15   |
| 37   | Simpson                 | 1.59   | 42   | -11.43  | 46   | -7.55   | 48   |
| 38   | Nolsons                 | 3.28   | 35   | -8.34   | 44   | 8.58    | 34   |
| 39   | Dominion Bridge         | 23.58  | 1    | 29.67   | 2    | 48.68   | 4    |
| 40   | Canadian Tire           | 9.89   | 12   | -15.63  | 48   | -9.78   | 49   |
| 41   | Canadian Superior Oil   | ---  | ---  | 0.73    | 30   | 42.54   | 7    |
| 42   | Consolidated Bathurst   | 4.88   | 31   | 14.32   | 9    | 6.88    | 35   |
| 43   | Cominco                 | 7.73   | 23   | 12.45   | 11   | 16.18   | 25   |
| 44   | Labatt                  | 8.33   | 18   | -3.56   | 38   | 13.68   | 30   |
| 45   | Massey Ferguson         | 4.13   | 32   | 1.06    | 29   | 14.01   | 29   |
| 46   | Thomson Newspapers      | 13.70  | 4    | 0.36    | 31   | 6.40    | 36   |
| 47   | Rio Algom Mines         | -0.01  | 44   | 12.60   | 10   | 19.23   | 21   |
| 48   | Imasco                  | ---  | ---  | ---     | ---  | ---     | ---  |
| 49   | Home Oil                | 8.05   | 21   | 4.37    | 21   | 44.41   | 6    |
| 50   | Campbell Red Lake Mines | 12.90  | 5    | 23.24   | 4    | 13.18   | 31   |

Notes: (1) Annualized return based on income and capital appreciation.

Source: Wood Gundy Limited



**TABLE FOUR**  
TOP 50 CANADIAN INDUSTRIAL AND UTILITY  
CORPORATIONS BASED ON TOTAL EQUITY CAPITAL (1)  
Compound Annual Growth in Earnings Per Share (2)

| Rank | Corporation              | 10 years<br>1967-1977 |         | 5 years<br>1972-1977 |          | 3 years<br>1974-1977 |         |
|------|--------------------------|-----------------------|---------|----------------------|----------|----------------------|---------|
|      |                          | %                     | Rank(3) | %                    | Rank (3) | %                    | Rank(3) |
| 1    | Imperial Oil             | 14.31                 | 22      | 10.46                | 27       | 0.42                 | 36      |
| 2    | Bell Canada              | 8.56                  | 34      | 6.90                 | 33       | 2.56                 | 31      |
| 3    | Inco                     | 2.01                  | 47      | -4.92                | 44       | -29.84               | 47      |
| 4    | Canadian Pacific Ltd.    | 19.00                 | 14      | 24.81                | 11       | 10.01                | 22      |
| 5    | Alcan Aluminum           | -0.06                 | 48      | -0.06                | 40       | 12.05                | 19      |
| 6    | Gulf Canada              | 19.35                 | 12      | 21.57                | 14       | 3.64                 | 28      |
| 7    | Shell Canada             | 15.42                 | 20      | 11.83                | 24       | 1.81                 | 32      |
| 8    | Cdn. Pacific Investments | 18.70                 | 16      | 30.60                | 6        | 12.45                | 18      |
| 9    | Seagram                  | 6.40                  | 42      | 4.76                 | 38       | 2.77                 | 30      |
| 10   | Pan Canadian Petroleum   | 25.87                 | 5       | 52.21                | 1        | 38.16                | 3       |
| 11   | Northern Telecom         | 34.77                 | 1       | 28.66                | 7        | 13.68                | 17      |
| 12   | Moore Corp.              | 10.95                 | 24      | 9.09                 | 29       | 0.81                 | 34      |
| 13   | Dome Petroleum           | 26.32                 | 4       | 49.15                | 3        | 52.19                | 1       |
| 14   | Pacific Petroleum        | 23.02                 | 6       | 25.33                | 10       | 22.62                | 6       |
| 15   | Noranda Mines            | 3.81                  | 45      | -9.88                | 47       | -22.84               | 46      |
| 16   | Stelco                   | 8.08                  | 37      | 2.62                 | 41       | -8.21                | 40      |
| 17   | Hudson's Bay Oil & Gas   | 17.20                 | 19      | 28.25                | 8        | 18.68                | 12      |
| 18   | Trans Canada Pipelines   | 18.36                 | 17      | 18.84                | 15       | 18.91                | 11      |
| 19   | Thomson Newspapers       | 21.00                 | 10      | 17.09                | 17       | 17.24                | 15      |
| 20   | Ford Motor of Canada     | 7.64                  | 39      | -14.41               | 48       | -34.64               | 48      |
| 21   | Walker-Gooderham & Words | 3.51                  | 46      | -1.06                | 43       | -2.14                | 38      |
| 22   | Dofasco                  | 9.52                  | 30      | 10.07                | 28       | -0.98                | 37      |
| 23   | Cominco                  | 9.46                  | 31      | 15.66                | 19       | -15.36               | 43      |
| 24   | Alberta Gas Trunk        | 12.67                 | 23      | 18.40                | 16       | 25.17                | 5       |
| 25   | Calgary Power            | 10.35                 | 26      | 13.35                | 20       | 20.37                | 10      |

Notes: See Page 2.

TABLE 10 (Continued)

TOP 50 CANADIAN INDUSTRIAL AND UTILITY  
CORPORATIONS BASED ON TOTAL EQUITY CAPITAL (1)

Compound Annual Growth in Earnings Per Share (2)

| Rank | Corporation              | 10 years<br>1967-1977 |         |  | 5 years<br>1972-1977 |         |  | 3 years<br>1974-1977 |         |  |
|------|--------------------------|-----------------------|---------|--|----------------------|---------|--|----------------------|---------|--|
|      |                          | %                     | Rank(3) |  | %                    | Rank(3) |  | %                    | Rank(3) |  |
| 26   | Dome Mines               | 29.00                 | 3       |  | 31.64                | 5       |  | 14.54                | 16      |  |
| 27   | MacMillan Bloedel        | (4)                   | --      |  | (4)                  | --      |  | (4)                  | --      |  |
| 28   | Canadian Superior Oil    | 32.91                 | 2       |  | 49.46                | 2       |  | 20.69                | 9       |  |
| 29   | B.C. Telephone           | 5.00                  | 44      |  | 6.19                 | 35      |  | 10.98                | 20      |  |
| 30   | Rio Algom Mines          | 17.58                 | 18      |  | 6.63                 | 34      |  | -3.51                | 39      |  |
| 31   | Brascan                  | 10.67                 | 25      |  | 4.67                 | 39      |  | 9.30                 | 24      |  |
| 32   | Husky Oil                | 21.20                 | 9       |  | 21.96                | 13      |  | 3.42                 | 29      |  |
| 33   | Genstar                  | 22.94                 | 7       |  | 24.40                | 12      |  | 17.91                | 13      |  |
| 34   | Texaco Canada            | 9.55                  | 29      |  | -7.49                | 45      |  | -16.40               | 44      |  |
| 35   | Aquitaine of Canada      | 18.72                 | 15      |  | 12.27                | 22      |  | 17.39                | 14      |  |
| 36   | Algoma Steel             | 9.60                  | 28      |  | 5.62                 | 37      |  | -20.84               | 45      |  |
| 37   | Interprovincial Pipeline | 6.89                  | 41      |  | -0.24                | 42      |  | 6.48                 | 27      |  |
| 38   | Westcoast Transmission   | 19.00                 | 13      |  | 11.21                | 25      |  | 7.60                 | 26      |  |
| 39   | Consumers Gas            | 8.27                  | 35      |  | 8.80                 | 30      |  | 9.63                 | 23      |  |
| 40   | Ashland Oil Canada       | 5.23                  | 43      |  | 16.85                | 18      |  | 21.36                | 7       |  |
| 41   | Kaiser Resources         | (4)                   | --      |  | (4)                  | --      |  | 48.26                | 2       |  |
| 42   | Canadian Utilities       | 8.73                  | 32      |  | 8.25                 | 31      |  | 8.29                 | 25      |  |
| 43   | Norcan Energy Resources  | 7.23                  | 40      |  | 8.13                 | 32      |  | 0.44                 | 35      |  |
| 44   | Abitibi Paper Co.        | 9.89                  | 27      |  | 5.64                 | 36      |  | -10.67               | 42      |  |
| 45   | BP Canada                | 8.67                  | 33      |  | 12.11                | 23      |  | 1.02                 | 33      |  |
| 46   | Imasco Ltd.              | 14.95                 | 21      |  | 12.75                | 21      |  | 10.21                | 21      |  |
| 47   | Campbell Red Lake Mines  | 20.08                 | 11      |  | 10.94                | 26      |  | -10.51               | 41      |  |
| 48   | Domtar Inc.              | 8.13                  | 36      |  | -7.61                | 46      |  | -37.10               | 49      |  |
| 49   | Denison Mines            | 8.03                  | 38      |  | 26.11                | 9       |  | 20.80                | 8       |  |
| 50   | Home Oil                 | 21.85                 | 8       |  | 32.58                | 4       |  | 28.17                | 4       |  |

Notes: (1) Does not include banks and other financial corporations. Equity capital is defined as market value of common shares at September 29, 1978 plus book value of preferred shares at the latest fiscal year-end.

(2) Growth rates calculated by fitting a trend line to the earnings per share results for the period using a least-squares logarithmic method.

(3) Rankings based on the companies for which growth rates could be calculated i.e. 48 companies for the period 1967-1977, 48 companies for the period 1972-1977 and 49 companies for the period 1974-1977. See Note (4).

(4) A growth rate in earnings per share cannot be calculated using the method described in Note (2) if the corporation has had losses in any of the years of the period.

**TABLE FIVE**  
**TOP 50 CANADIAN INDUSTRIAL AND UTILITY**  
**CORPORATIONS BASED ON TOTAL EQUITY CAPITAL (1)**

Annualized Rate of Return Realized by Investors (2)

| Rank | Corporation              | 10 years<br>1967-1977 |         |  | 5 years<br>1972-1977 |         |  | 3 years<br>1974-1977 |         |  |
|------|--------------------------|-----------------------|---------|--|----------------------|---------|--|----------------------|---------|--|
|      |                          | %                     | Rank(3) |  | %                    | Rank(3) |  | %                    | Rank(3) |  |
| 1    | Imperial Oil             | 5.74                  | 27      |  | -13.00               | 48      |  | 3.31                 | 42      |  |
| 2    | Bell Canada              | 8.16                  | 19      |  | 11.37                | 13      |  | 15.90                | 31      |  |
| 3    | Inco                     | -5.20                 | 42      |  | -4.44                | 40      |  | 3.88                 | 41      |  |
| 4    | Canadian Pacific Ltd.    | 9.48                  | 13      |  | 6.92                 | 19      |  | 14.67                | 32      |  |
| 5    | Alcan Aluminum           | 3.71                  | 32      |  | 8.63                 | 17      |  | 17.33                | 27      |  |
| 6    | Gulf Canada              | 7.97                  | 21      |  | -2.92                | 38      |  | 12.14                | 36      |  |
| 7    | Shell Canada             | 6.56                  | 24      |  | -0.13                | 35      |  | 16.74                | 29      |  |
| 8    | Cdn. Pacific Investments | ---                   | --      |  | 14.90                | 8       |  | 20.81                | 23      |  |
| 9    | Seagram                  | 5.42                  | 29      |  | -8.45                | 47      |  | -5.65                | 47      |  |
| 10   | Pan Canadian Petroleum   | 6.15                  | 26      |  | 20.25                | 4       |  | 72.71                | 1       |  |
| 11   | Northern Telecom         | ---                   | --      |  | ---                  | --      |  | 21.36                | 21      |  |
| 12   | Moore Corp.              | 3.19                  | 34      |  | -7.70                | 44      |  | -5.86                | 48      |  |
| 13   | Dome Petroleum           | 12.31                 | 6       |  | 6.63                 | 20      |  | 51.57                | 5       |  |
| 14   | Pacific Petroleum        | 11.14                 | 10      |  | 2.89                 | 28      |  | 52.48                | 4       |  |
| 15   | Noranda Mines            | 4.89                  | 30      |  | -5.49                | 42      |  | 1.14                 | 43      |  |
| 16   | Stelco                   | 8.26                  | 18      |  | -2.97                | 39      |  | 5.39                 | 40      |  |
| 17   | Hudson's Bay Oil & Gas   | 2.98                  | 35      |  | -1.38                | 36      |  | 48.10                | 6       |  |
| 18   | Trans Canada Pipelines   | 9.66                  | 12      |  | 5.24                 | 23      |  | 31.96                | 14      |  |
| 19   | Thomson Newspapers       | 13.70                 | 4       |  | 0.36                 | 34      |  | 6.40                 | 38      |  |
| 20   | Ford Motor of Canada     | 16.82                 | 1       |  | 3.49                 | 27      |  | 26.49                | 18      |  |
| 21   | Walker-Gooderham & Worts | 3.87                  | 31      |  | -7.15                | 43      |  | -0.86                | 45      |  |
| 22   | Dofasco                  | 7.32                  | 23      |  | 1.65                 | 29      |  | 10.38                | 37      |  |
| 23   | Cominco                  | 7.73                  | 22      |  | 12.45                | 12      |  | 16.18                | 30      |  |
| 24   | Alberta Gas Trunk        | 11.95                 | 7       |  | 1.59                 | 30      |  | 21.35                | 22      |  |
| 25   | Calgary Power            | 9.12                  | 16      |  | 10.82                | 14      |  | 27.63                | 17      |  |

Notes: See Page 2

**TABLE FIVE (Continued)**  
**TOP 50 CANADIAN INDUSTRIAL AND UTILITY**  
**CORPORATIONS BASED ON TOTAL EQUITY CAPITAL (1)**

Annualized Rate of Return Realized by Investors (2)

| Rank | Corporation              | 10 years<br>1967-1977 |         | 5 years<br>1972-1977 |          | 3 years<br>1974-1977 |         |
|------|--------------------------|-----------------------|---------|----------------------|----------|----------------------|---------|
|      |                          | %                     | Rank(3) | %                    | Rank (3) | %                    | Rank(3) |
| 26   | Dome Mines               | 14.54                 | 2       | 27.65                | 2        | 19.69                | 25      |
| 27   | MacMillan Bloedel        | 1.79                  | 38      | -2.22                | 37       | -3.47                | 46      |
| 28   | Canadian Superior Oil    | ---                   | --      | 0.73                 | 32       | 42.54                | 8       |
| 29   | B.C. Telephone           | 10.21                 | 11      | 13.88                | 10       | 28.07                | 16      |
| 30   | Rio Algom Mines          | -0.01                 | 40      | 12.60                | 11       | 19.23                | 26      |
| 31   | Brascan                  | 14.39                 | 3       | 1.09                 | 31       | 23.74                | 19      |
| 32   | Husky Oil                | 2.96                  | 36      | 10.72                | 15       | 40.35                | 9       |
| 33   | Genstar                  | 11.42                 | 8       | 16.29                | 6        | 32.87                | 13      |
| 34   | Texaco Canada            | 5.58                  | 28      | -4.65                | 41       | 21.49                | 20      |
| 35   | Aquitaine of Canada      | ---                   | --      | -7.78                | 45       | 12.95                | 35      |
| 36   | Algoma Steel             | 2.80                  | 37      | 9.15                 | 16       | -11.84               | 49      |
| 37   | Interprovincial Pipeline | 1.33                  | 39      | -8.17                | 46       | 17.27                | 28      |
| 38   | Westcoast Transmission   | 8.42                  | 17      | 14.93                | 7        | 33.09                | 12      |
| 39   | Consumers Gas            | 3.22                  | 33      | 5.31                 | 22       | 14.17                | 33      |
| 40   | Ashland Oil              | ---                   | --      | 5.40                 | 21       | 55.06                | 2       |
| 41   | Kaiser Resources         | ---                   | --      | 67.94                | 1        | 53.05                | 3       |
| 42   | Canadian Utilities       | 9.13                  | 14      | 7.69                 | 18       | 38.39                | 10      |
| 43   | Norcen Energy Resources  | 9.13                  | 15      | 14.38                | 9        | 38.07                | 11      |
| 44   | Abitibi                  | 6.19                  | 25      | 3.94                 | 25       | 6.27                 | 39      |
| 45   | BP Canada                | ---                   | --      | 0.48                 | 33       | 31.94                | 15      |
| 46   | Imasco                   | ---                   | --      | ---                  | --       | ---                  | --      |
| 47   | Campbell Red Lake Mines  | 12.90                 | 5       | 23.24                | 3        | 13.18                | 34      |
| 48   | Domtar                   | 11.18                 | 9       | 3.51                 | 26       | -0.45                | 44      |
| 49   | Denison Mines            | -1.79                 | 41      | 19.37                | 5        | 20.59                | 24      |
| 50   | Home Oil                 | 8.05                  | 20      | 4.37                 | 24       | 44.41                | 7       |

Notes: (1) Does not include banks and other financial corporations. Equity capital is defined as market value of common shares at September 29, 1978 plus book value of preferred shares at latest fiscal year-end.

(2) Annualized return based on income and capital appreciation.

(3) Rankings based on companies for which information was available i.e. 42 companies for the period 1967-1977, 48 companies for the period 1972-1977 and 49 companies for the period 1974-1977.

Source: Wood Gundy Limited



## NOTES



